

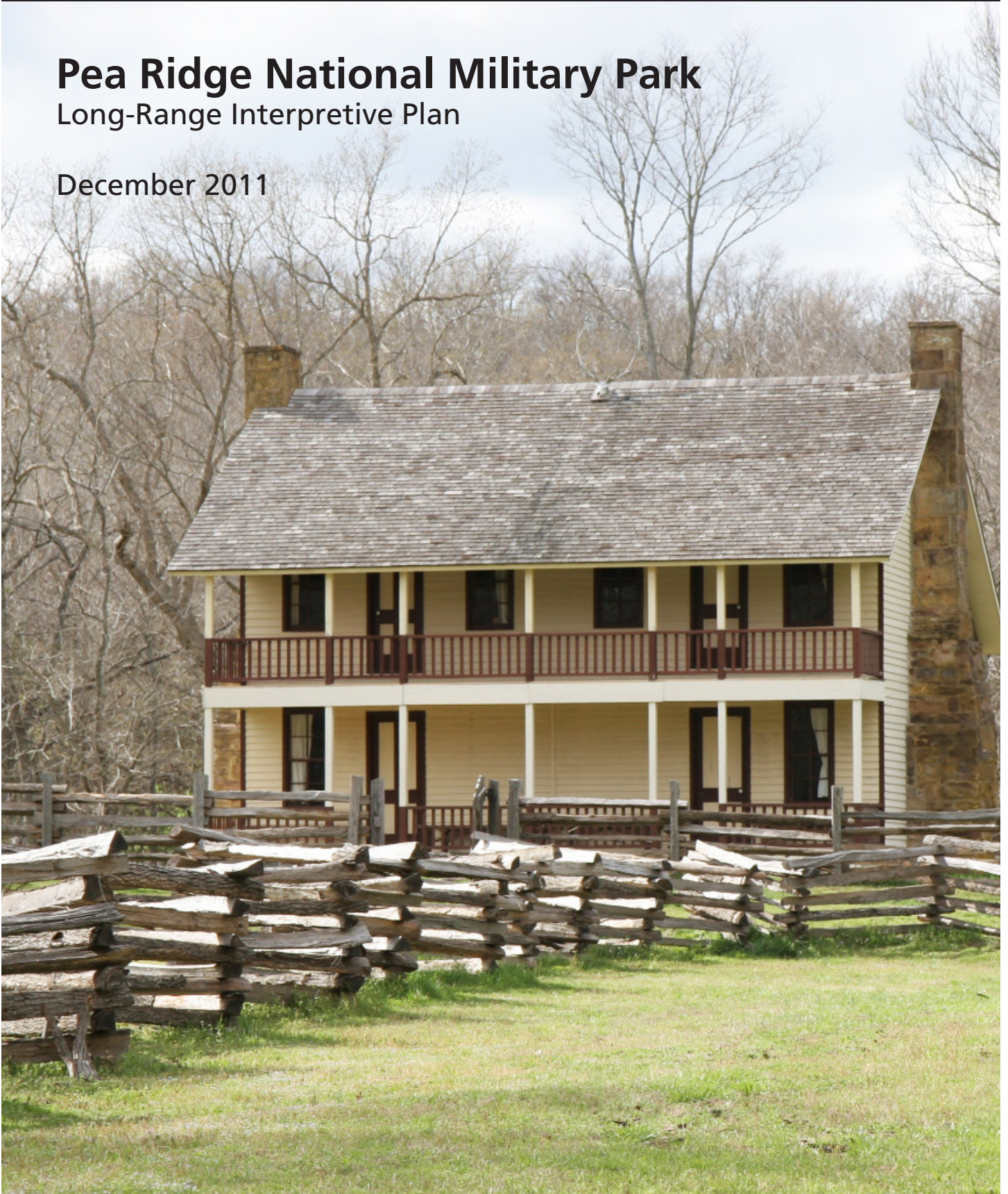
Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Pea Ridge National Military Park

Long-Range Interpretive Plan

December 2011



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Prepared by

Department of the Interior
National Park Service

Pea Ridge National Military Park

Midwest Region

Harpers Ferry Center
Interpretive Planning

Plan Highlights

During the next seven to ten years, Pea Ridge National Military Park interpretive services will provide visitors with opportunities to increase their understanding and appreciation for the park and its resources; to engage in local educational opportunities; and to participate in nationally significant events.

To provide an active, engaging interpretive program, park staff and partners will work together focused on the following goals:

- Emphasize the Pea Ridge Campaign
- Improve Arrival and Orientation Experience
- Improve Park Website and Increase Use of Social Media
- Develop and Provide Curriculum-based Education Programs
- Improve Personal Services
- Increase Use of Interpretive Digital Media
- Host Special Events
- Facilitate the Development and Growth of Existing and Future Partnerships
- Expand the Volunteer Program
- Contact a Variety of Visitors
- Trail of Tears

The Planning Process

This Long-Range Interpretive Plan outlines recommendations for future interpretive services, facilities, and media. Park staff, historians, partners, and stakeholders worked together to develop a comprehensive tool that will outline educational and recreational opportunities for visitors to develop intellectual and emotional connections to the natural and cultural resources found within Pea Ridge National Military Park. Our goal is to promote Pea Ridge National Military Park's resource values through specially planned visitor experiences and excellence in interpretation.

This Long-Range Interpretive Plan (LRIP) recommends actions that should occur over the next seven to ten years. It identifies park themes, describes visitor experience goals, and recommends a wide variety of personal and non-personal interpretive services and outreach activities that will best communicate the park purpose, significance and themes. Developed in concert with the park Annual Implementation Plan and Interpretive Database, it completes the Comprehensive Interpretive Plan for the park, as established in Director's Order 6. In addition, this planning process has been customized to meet the needs for Pea Ridge National Military Park, as well as the conditions and special circumstances that exist there. The ultimate product is a cost-effective, tightly focused, high quality park interpretive program that achieves management goals, provides appropriate visitor opportunities, and facilitates desired visitor experiences.

A scoping trip was conducted on April 14, 2011. The Project Agreement was signed in May 2011. A Foundation workshop was held April 16, 2011 with 14 participants and a Recommendation workshop was held June 16-17, 2011 with 11 participants. Those in attendance at both meetings represented park staff, partners, local community members, and other regional NPS staff.

Barring legislative changes or major new revelations, the foundational elements expressed in this LRIP – purpose, significance, themes, and visitor experience goals – will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.

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Foundation for Planning



Site Background

Established in 1956, Pea Ridge National Military Park commemorates the Battle of Pea Ridge and preserves the site of the battle, the largest Civil War engagement west of the Mississippi River. In March 1862, the Union Army of the Southwest defeated the Confederate Army of the West in a bloody two-day battle. This decisive victory permanently turned the tide of the Civil War west of the Mississippi, ensured that Missouri would remain in the Union, and freed Union forces for the campaign to take control of the lower Mississippi River.

A section of the northern route of the Trail of Tears National Historic Trail is located within Pea Ridge National Military Park. The trail commemorates the forcible removal of 16,000 people of the Cherokee Nation from their homelands in Tennessee, Alabama, North Carolina and Georgia to the Indian Territory. While this Long-Range Interpretive Plan will focus primarily on the Battle of Pea Ridge, interpretive programs and services for the Trail of Tears will also be identified in accordance with the planning direction and guidance of the 2006 General Management Plan and in cooperation with the National Trails Systems Office and the Trail of Tears Association.

Enabling Legislation

All park planning flows from the mission articulated in the park's enabling legislation. The enabling legislation is the specific piece of legislation through which Congress created the park and declared its intent for the park. Pea Ridge National Military Park's interpretive services and program must support this mission and help the public understand the significance of the park.

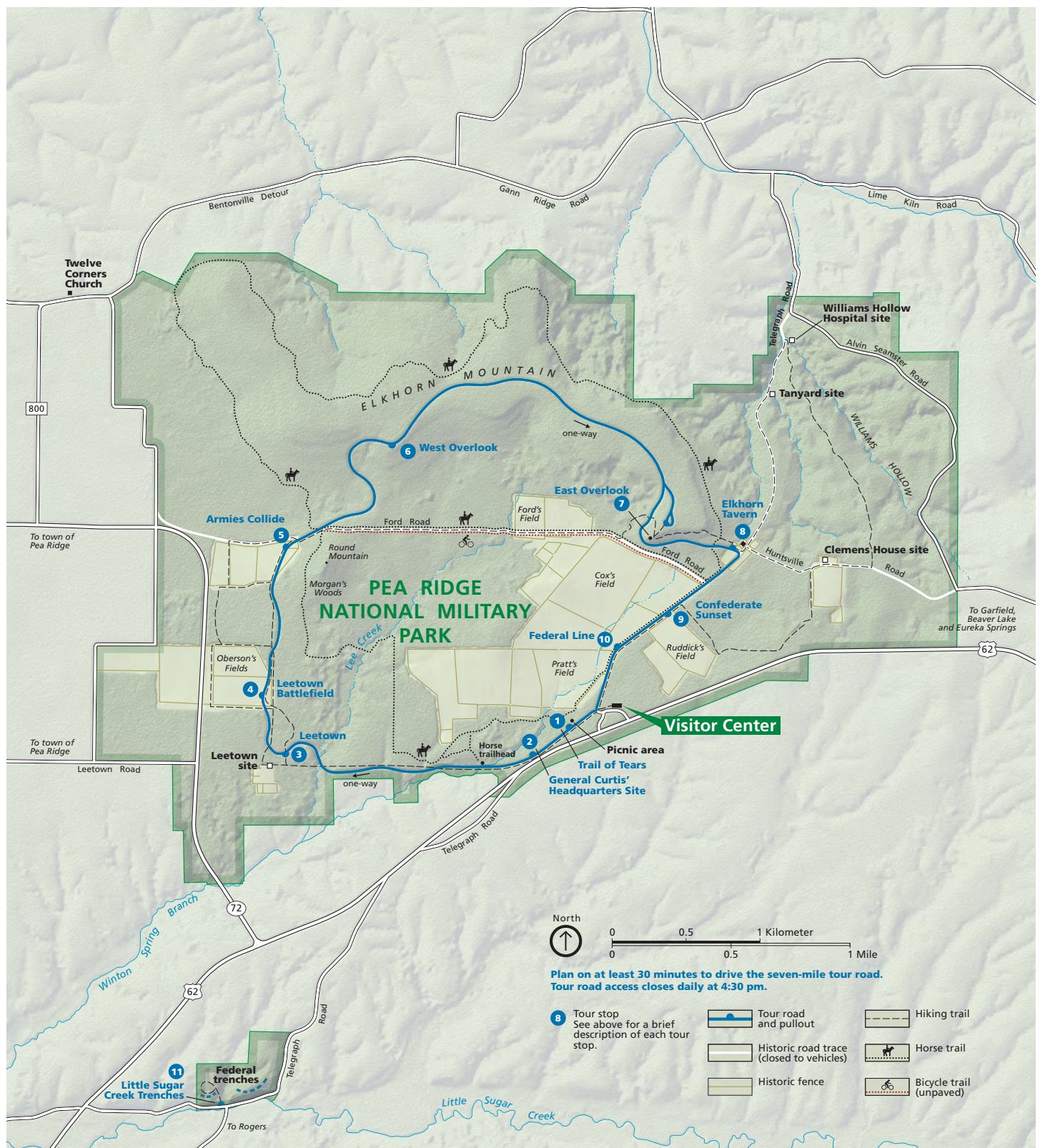
Pea Ridge National Military Park was established on July 20, 1956 (70 Stat. 592) to commemorate the Battle of Pea Ridge, fought March 6, 7, and 8, 1862, and preserve the site of the battle, the largest Civil War engagement west of the Mississippi River. This act addressed 4,278.78 acres "...dedicated and set apart as a unit of the National Park System for the benefit and enjoyment of the people of the United States, under the name of Pea Ridge National Military Park."

Park Purpose

Park purpose statements describe why an area was set aside and what specific purposes exist for a park, and are derived from legislation, legislative history, public participation, and public rule making.

During the development of the Midwest Region-approved 2011 Mission Critical Assessment and Operations Plan, park staff updated the 2006 General Management Plan purpose statement to ensure that the national, regional, and systemwide contexts of the landscapes, resources, and events associated with the Battle of Pea Ridge before, during, and after the conflict were sufficiently recognized.

Pea Ridge National Military Park was established to restore, preserve, protect, and interpret the landscapes, resources, and events associated with Pea Ridge in 19th-century America, with special emphasis on the Battle of Pea Ridge as an integral part of the American Civil War, and its relevance to future generations. The park provides educational and military study opportunities, roads, trails, markers, buildings, and other improvements and facilities for the care and accommodation of visitors.



Pea Ridge National Military Park

Park Significance

Statements of significance describe a National Park System unit's distinctive natural, cultural, and recreational resources and values that are the factual rationale for national recognition of the site.

Based on the park's 2006 General Management Plan, the following statements have been more fully described and defined to reflect the most current scholarship about the park's resources and values:

- The Union victory at Pea Ridge prevented the Confederacy from gaining physical and political control of Missouri. Union control of Missouri subsequently provided a secure logistical base for the Union to embark upon campaigns to control the lower Mississippi River Valley.
- Pea Ridge was the first major battle outside of Indian Territory in which the largest number of organized troops from the Cherokee, Choctaw, Chickasaw, and Creek Nations fought.
- Pea Ridge National Military Park is the best preserved Civil War battlefield in the United States encompassing nearly 90 percent of the combat sites of the Battle of Pea Ridge.
- The Union trenches above Little Sugar Creek, the first entrenchments dug in the Civil War's Trans-Mississippi theater of operations, are the only constructed features remaining from the battle.

In addition to the Park Significance statements, the 2006 General Management Plan identified three important points about the battle. One of the three important points has been revised to better reflect current scholarship:

- Brigadier General Samuel Curtis is the only American military commander known to have successfully redeployed his entrenched army after learning of an intended assault on the Union rear.
- The Union Army, although outnumbered in terms of troops and artillery, launched the longest and most intense field artillery assault up to that point in the Civil War. The assault represented one of the few successful uses of massed artillery as an offensive tactic during the war.
- About one-third of the Union forces were German and eastern European immigrants from Missouri who made a significant contribution to the Union victory at Pea Ridge.

Nearly 90% of the Battle of Pea Ridge combat sites are protected by the national military park.



The Trail of Tears

The 2006 General Management Plan specifically states that the park “will work with the National Trails System Office in Santa Fe and Trail of Tears Association in preserving and protecting the Trail of Tears and in developing educational and interpretive programs to enhance public awareness, understanding, and appreciation for this tragic chapter in American history.” The 2004 Trail of Tears Final Interpretive Plan states that the Trail of Tears is significant for the following reasons:

- The Trail of Tears represents the tenacity, perseverance, and resilience of the survivors who relocated and rebuilt their homes and institutions in the face of great adversity.
- The Trail of Tears represents the tragic impact of Indian removal policy on the history and culture of our nation and continues to have worldwide relevance to people today.
- The fight over Cherokee removal was the first time that an Indian Nation used the U.S. Government’s own rules and regulations to fight for their rights as a nation to remain on their land.
- The Trail of Tears resulted in the separation and fragmentation of the five tribes into eastern and western nations.
- The Trail of Tears is a profoundly emotional story of universal human values.

Because the 2004 plan did not specifically reference the section of the trail passing through Pea Ridge National Military Park, the April 2011 Foundation workshop participants developed the following Pea Ridge-specific significance statement:

The last distribution center along the northern route of the Trail of Tears, before reaching Indian Territory, was located in Ruddick’s Field.

The northern route of the Trail of Tears passes through Pea Ridge National Military Park.



Interpretive Themes

Interpretive themes capture the essence of Pea Ridge National Military Park significance. They include the most important stories and represent core messages that every visitor should have the opportunity to experience. While interpretation of any site could touch upon many stories, focused themes increase effectiveness. When well conceived, themes explore the meanings behind the facts. They open minds to new ideas and perhaps to multiple points of view. When linked to commonly held emotions or universal human experiences, themes encourage visitors to see themselves in Pea Ridge National Military Park's stories and discover personal relevance.

A team of park and region staff, stakeholders, and partners worked together to confirm these themes and associated stories during the Foundation workshop held in April 2011. They are based on the significance statements and important points identified in the 2006 General Management Plan. Appendix C lists the stories associated with each theme identified by workshop participants.

Missouri (Why We Fight)

The Battle of Pea Ridge resulted partially from Missouri's position as a western border (slave) state where social, economic, ethnic, and political differences fueled animosities, conflict, and violence between groups and individuals.

Trans-Mississippi Theater

During the Battle of Pea Ridge both armies confronted difficult challenges in the physical terrain, a limited transportation network, lack of resources, mixed loyalties of civilians, and cultural diversity within the ranks not typically faced in other theaters of war.

Pea Ridge Campaign

To achieve the goal of controlling the State of Missouri for the Union, General Curtis seized the strategic initiative by boldly launching a winter campaign to strike the Confederates when they were most vulnerable; his victory ultimately contributed to the larger Union objective of controlling the Mississippi River, vital to the movement of troops and supplies and severely crippled Confederate war efforts.

Leadership

The course of the Battle of Pea Ridge turned on bold, decisive actions; rash, uninformed orders; and individual examples of bravery, heroism, and sacrifice, demonstrating how strategic and tactical decision-making and initiative can overcome obstacles and setbacks to achieve ultimate success.

Civilian Life

The experiences of local residents during and after the Battle of Pea Ridge revealed how to cope with the dramatic impacts of war, the tragedy of loss, and the disintegration of the rule of law.

Commemoration and Preservation

The commemoration and preservation efforts of Civil War veterans in the late 1800s served as an impetus for memorializing those who fought at the Battle of Pea Ridge.

The Battle Continues

Even though the Battle of Pea Ridge secured the slave state of Missouri for the Union, the battle continues today as we begin to realize the deeper significance of the Civil War's transformation of four million human beings from enslavement to freedom.

The Trail of Tears

The 2006 General Management Plan specifically states that the park “will work with the National Trails System Office in Santa Fe and Trail of Tears Association in preserving and protecting the Trail of Tears and in developing educational and interpretive programs to enhance public awareness, understanding, and appreciation for this tragic chapter in American history.” The 2004 Trail of Tears Final Interpretive Plan identifies four primary interpretive themes:

- The history of the Trail of Tears warns how a nation founded on the principles of equality and guaranteed protection under law fell prey to greed, racism, and disregard for human rights to serve special interests – and cautions us to be eternally vigilant to prevent this happening again.
- The history of the Trail of Tears includes a range of precedent-setting legal actions and policy decisions between tribal governments and federal and state governments that continue to have power and importance today in the on-going efforts of American Indian nations to maintain and exercise sovereignty.

Visitor center exhibits provide insight into slavery as a cause of the Civil War and how the battle for Civil Rights continues today.

- The terrible suffering of the many groups of the five tribes who traversed the punishing routes off the Trail of Tears speaks of the agony of being forcefully torn from a homeland and cast into the unknown.
- The triumph of the five tribes in surviving the Trail of Tears and rebuilding their homes and institutions in a new land is a tribute to their spiritual strength – and a testament to the human drive to protect and perpetuate self, family, and society.

Because the 2004 plan did not specifically reference the section of the trail passing through Pea Ridge National Military Park, the April 2011 Foundation workshop participants used the Pea Ridge-specific significance statement to develop the following theme statement and associated topics and stories:

- After surviving the hardships encountered along the northern route of the Trails of Tears, groups of the five tribes may have found food and shelter at the last ration distribution site located in Ruddick’s Field before entering the alien land and an uncertain existence that awaited them in Indian Territory.



Management Goals

2008-2012 Strategic Plans:

In accordance with the Government Performance and Results Act (GPRA) of 1993, Pea Ridge National Military Park developed a strategic plan and management goals through 2012. The following goals address recreation, interpretation, and visitor experiences.

The outcomes or how well the park is achieving its visitor-related goals are measured annually at every unit of the National Park System through survey forms that are distributed to visitors at each NPS unit. Visitors send their completed survey forms to the University of Idaho where the data is collected and compiled for each NPS unit. The survey results reflect visitor opinion about each park's facilities, services and recreational opportunities, as well as measures visitor understanding and appreciation of each NPS unit's significance.

Mission Goal IIa1:

By September 30, 2012, 95% of visitors to Pea Ridge National Military Park are satisfied with appropriate park facilities, services, and recreational opportunities.

Actuals: 2009 – 100%; 2010 – 97%

Mission Goal IIb1:

By September 30, 2012, 87% of Pea Ridge National Military Park visitors understand the significance of the park.

Actuals: 2009– 86%; 2010 – 89%

The increase in understanding is attributed to the installation of the new visitor center exhibits and an increase in interpretive staff.



The installation of new visitor center exhibits is one of the reasons visitor understanding of the Battle of Pea Ridge increased in 2010.

Desired Visitor Experiences

Desired visitor experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Pea Ridge National Military Park. These experiences will be available to the degree possible to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Visitors to Pea Ridge National Military Park will have opportunities to:

Information and Orientation

- Receive free information on the park and what happened here.
- Meet a ranger and be told this place is important enough to become a park.
- Read more about how the civilians helped each other survive the crisis.
- Use a wide selection of media covering different diverse topics that can be taken on self-guided well-defined walks.
- Purchase guidebooks and more to help me explore the battlefield on my own.
- See more real artifacts from the battle on exhibit.

Visitors will have an opportunity to spend quiet time on the battlefield and reflect on the experiences of the soldiers who fought and died there.

Action-Oriented/Sensory Experiences

- Feel what it would be like as a civilian during the battle.
- Experience what it was like to be living in the Elkhorn Tavern when the battle began.
- Attend a program that would tell me something that happened at this park, explain the battle and the main characters.
- Walk on the historic battlefield and explore the sites where many gave their lives.
- Walk, climb, crawl, and follow the soldiers through the entire battlefield.
- Enjoy a healthy, outdoor activity, and also exercise my brain.

Personal Experiences

- Know why after 150 years we as a country are still not over the Civil War.
- Get a sense of the vastness of the landscape.
- Have a quiet time to just reflect on the “place” and contemplate what the people who fought there may have experienced.
- Stand on hallowed ground and know it is sacred.





Service learning projects help create future park stewards.

- Leave Pea Ridge with the knowledge that what happened there was more than just another political action.
- Ponder the consequences of both leadership and folly through the lens of the battle.
- Be inspired by stories of personal heroism and resolve by people standing up for their beliefs.
- Be challenged to reach deeper than my general knowledge of the battle and my assumptions about its significance.
- Encounter the deeper meanings and significance of the battle that still ring true today.
- Engage in experiences that respect and affirm my individual interests and cultural background.
- Understand and ponder the causes and circumstances of the Civil War that led to such horrific results.
- Understand why the battle at Pea Ridge should be important to me personally, so I can pass this on to my children and grandchildren.
- Know who fought and died here and why to better understand why people fought here and why this place is important.

Park Visitors

This is a broad description of park visitors and their needs – including current and potential visitors. “Visitor” describes anyone who uses a park’s interpretation and education services whether in person or “virtually” through digital technologies.

Over 77,500 visitors come to Pea Ridge National Military Park annually. This figure is based on a five-year average of monthly public use data taken during calendar years 2006-2010. There was a 60% increase in visitation from 2009 (68,746) to 2010 (115,128).

During the April 2011 Foundation workshop the following groups were identified as currently visiting Pea Ridge National Military Park based on particular interests and needs. These same groups were also identified as being groups that the park would like to see come more often to the park.

- First-time visitors including people who have recently moved to Northwest Arkansas
- Returning visitors
- Local visitors
- Curriculum-based education groups at all age levels
- Local businesses
- International/non-English speakers
- Service learning projects
- Volunteers and employees
- Military
- Women
- Young leaders
- Researchers: historians, genealogists, descendants
- Virtual visitors
- Civil War buffs
- Youth groups
- Veterans

In the future, the park would like to create more opportunities to connect with the local Cherokee, Osage, Hispanic, and Marshall Island communities.

Issues and Challenges Affecting Interpretation

Pea Ridge National Military Park has many assets upon which to build an effective interpretive program, including evocative and compelling stories, outstanding natural and cultural resources, ongoing research, and dedicated staff and supporters. It also faces a number of challenges. Well-designed programs can build on interpretive strengths to help overcome these challenges.

- Civil War Sesquicentennial and the 2016 NPS Centennial will both occur within the lifetime of this plan. The park needs to plan early for to provide appropriate activities. These special events will cause visitation to increase and may divert staff and funding from regularly scheduled programming and services. Staff burnout from hosting these events may become an unintended consequence.
- The growth of Northwest Arkansas will possibly change community demographics as Pea Ridge National Military Park becomes more of an urban park than a remote, rural park. Urban encroachment may have impacts on the viewshed and the night sky. How to provide green space as well as protect hallowed ground will be a challenge to address the needs of recreational and traditional park users.
- As the Spanish-speaking community increases, the park will need to explore dual language options to connect with these future visitors.
- During the next 10 years there will be an increased number of retirees and veterans. Both of these visitor groups will need interpretive services that require greater physical accessibility and both groups may be looking for volunteer or seasonal employment.
- In the future traditional press releases may not be the best method to market programs and services; park staff may need to diversify ways that media outlets and audiences are contacted.
- Future audiences may have different expectations and needs for media and technology to better understand park stories and to make connections with park resources. Park staff will need to stay informed about changing technologies to create park stewards.
- Due to budget shortfalls and curriculum mandates, schools may not be able to come to the park so outreach alternatives will need to be identified.
- As prices for travel and gasoline increase, the number of first time visitors may decrease. Conversely, the number of returning and local visitors may increase as “Staycations” rise in popularity.

Existing Conditions



The following is a brief and generalized description of visitor experiences and interpretive services that existed in FY2010. The purpose of this section is to provide a baseline assessment that can help to justify some of the plan's proposed actions. The interpretive service by theme matrix, located in Appendix D, includes a comprehensive listing of services offered in FY2010.

Information, Orientation, and Marketing

Marketing

The park informs the public of upcoming events and special programs through public service announcements posted on the park website as well as sent to area newspapers, radio stations and television stations. The park receives information requests on a daily basis via letters, phone calls and e-mail messages. Most requests are for basic information about the park and/or directions to the park. Brochure requests are decreasing, as the park website becomes increasingly popular.

Visitor center bulletin boards provide 24-hour access to activity listings, maps, and safety information.



Signs

The park has an outdated sign plan and is updating it using the NPS Graphic Identity Program standards.

There are few directional signs to Little Sugar Creek which can make locating the site difficult because it is located off the main highway southwest of the park entrance.

Bulletin boards are mounted just outside of the visitor center and at the horse trailer parking lot. Activity guides, orientation information, safety information, information on park preservation and laws are produced in-house and can be revised as needed. The Chief of Interpretation attended the "Producing NPS Publications" training to ensure that all publications follow the NPS Graphic Identity Program standards.

Website

The park website is a very popular way to gain information about the park. Virtual visitors access the website to learn about park history, interpretive programs, operating hours and to find directions to the park. The park recognizes the importance of the website as a tool to reach "armchair" visitors, long distance researchers, and as a pre-visit information opportunity. Interpretive staff members work continually to upgrade this media.

Facilities

Visitor Center

The visitor center serves as the primary facility for preparing visitors to understand and appreciate Pea Ridge National Military Park. Fee collection and Eastern National sales are both conducted at the information desk which can cause lines to form for both functions during peak visitation periods. A monitor located above the desk and a map display to the side of the desk help to relieve the pressure on interpretive staff. The monitor has a continuous play program that details the daily activities and offering. There is a brochure rack located below the map for visitors to help themselves if a staff member is busy assisting other visitors. There are exhibits, a film, and two LED maps that offer more insight into the Battle of Pea Ridge. The visitor center is open from 8:00 a.m. until 5:00 p.m. daily and is closed January 1, Thanksgiving, and December 25.

Tour Route

There is a suggested auto tour route included in the Official Map and Guide a dated audio tour guide that is available for purchase through Eastern National. This section reflects the order in which most visitors experience Pea Ridge National Military Park after leaving the visitor center.

The seven-mile self-guided tour does not follow a chronological sequence of the battle. The Little Sugar Creek unit is the last stop on the tour and it was the first area that the Union established their position before the battle began. Most visitors do not even go to Little Sugar Creek.



The tour road primarily provides an opportunity for visitors to look over the battlefield site rather than allowing visitors the opportunity to get into and experience the resource. Visitors may have a difficult time envisioning the scene as they look across the battlefield, because the viewshed is not historically accurate in many locations throughout the park. Fence lines painted across the road are an effective design element that helps remind visitors that the tour road was not part of the battlefield landscape.

Pea Ridge National
Military Park Visitor
Center

Beginning in June 2011, the park will be open from 6:00 a.m. – 9:00 p.m. Many first-time and out-of-town visitors spend approximately 1 to 2 hours visiting the park including a stop at the visitor center and driving the tour road. Most local visitors are using the tour road for recreation and exercise. At certain times of the day, this conflict of use can create a challenge for these different groups to share the resource.

Stop #1 Trail of Tears – A wayside exhibit provides an introduction to the Trail of Tears National Historic Trail. Shallow depressions in the tall grass near the parking lot indicate where the Telegraph Road, a part of the northern route of the trail, was located. A simple yet effective sign near the Telegraph Road site indicates the distances many of the tribes had travelled and the distance still to be travelled before reaching Indian Territory. With the vegetation growth and the numerous social trails it is very difficult to distinguish which path was the Telegraph Road/Trail of Tears. The park picnic area is located at this stop.

Stop #2 Curtis Headquarters – Near this tour stop, General Curtis commanded the Union forces at Pea Ridge. This location is where Curtis gave the order to turn his troops around to fight the Confederates at Elkhorn Tavern. Two wayside exhibits connect to this “pivotal” point in the battle. One describes the earthworks dug in at Little Sugar Creek and the other the recognition that the Confederates are coming down the Telegraph Road from the north behind the Union lines. Another wayside exhibit describes the Union camp set up in

nearby fields. The wayside exhibits are in separate locations facing different directions around the parking lot. There is a building foundation near the parking lot that may be mistaken for Curtis’ headquarters. No signs indicate what the site may have been. It is very easy to get confused about the significance of the tour stop because each interpretive element is a separate seemingly unconnected piece of the larger Battle of Pea Ridge story.

Stop #3 Leetown – A very small parking area features a vertical wayside exhibit panel that describes Leetown after the Battle of Leetown. Visitors are encouraged to take a short walk to the original town site. A text sign that says “Leetown” is located at the intersection of the parking lot trail and the Telegraph Road trail. Visitors may stop and turn around at this point without realizing that they needed to turn right and walk down the Telegraph Road. A 2005 ground penetrating radar survey found the foundations of many homes and businesses now located underneath a grassy meadow. Leetown is often used as an encampment site by re-enactors portraying the 3rd Louisiana troops who fought at Morgan’s Woods. Historically, Union troops passed through Leetown going from Little Sugar Creek to Oberson’s Field. A hiking trail now follows the road the soldiers travelled.

Stop #4 Leetown Battlefield – Three wayside exhibit panels located at the parking lot describe events that occurred on March 7 in Oberson’s Field and Morgan’s Woods; one wayside exhibit is on the edge of Morgan’s Woods behind fencing. The casual visitor would probably miss that panel that describes the battle of Morgan’s Woods. Cannon are positioned to indicate artillery lines. The grass is mowed along the fence lines to encourage visitors to walk out onto the battlefield. Most visitors either do not know or do not realize that this is the intent.

Inadequate signs and no physical reference points may create problems for visitors looking for Leetown.



Stop #5 Armies Collide – A wayside exhibit describes American Indian participation in the battle and the skirmish on the Ford Road which started the Battle of Leetown. This stop is more of a pull-off than an opportunity to get out and explore out in the resource. With limited parking space, visitors may be discouraged from hiking the Ford Road, a major east-west trail and reference point, adjacent to the pull-off.

Stop #6 West Overlook – Located on top of Elkhorn Mountain, this tour stop emphasizes geologic features through the use of four location markers and a text sign about geology. There is no connection made between these features and the Battle of Pea Ridge. One wayside exhibit describes the Confederate march from the Boston Mountains which are almost impossible to see from that location. Vegetation surrounding the large parking and viewing areas prohibit interpretive programs or talks from being given here because the western half of the battlefield is obscured from view.

Stop #7 East Overlook – A very large parking area is available for visitors to access one of the most popular and important viewsheds in the park. Visitors are encouraged to walk 150 yards to an overlook that provides a dramatic view of the Union line. A kiosk is staffed in the summer to provide orientation, information, and informal interpretation. Five different wayside exhibits provide insight into this side of the battle. The second day of the battle is currently being interpreted at the East Overlook because of the viewshed.

Stop #8 Elkhorn Tavern – The tavern represents the civilian story before, during, and after the Battle of Pea Ridge. A popular stop on the Telegraph Road, the home of the Cox family, and a field hospital caring for both Union and Confederate wounded. Elkhorn Tavern also was the site of some of the most intense fighting during both days of the battle.



An interpretive display has been created within the tavern to represent the Union supply depot, field hospital, and the Cox family residence. Three nearby wayside exhibits describe the battle and civilian life. Two memorials erected by war veterans are located across the tour road from the Elkhorn Tavern. A wayside exhibit describes the efforts of the veterans to preserve the battlefield and honor those who served and died.

Civil War veterans erected memorials located near the Elkhorn Tavern.

Outside of the visitor center, the tavern is the primary venue for interpretive programs. Volunteers and park rangers in period dress offer short talks and informal interpretation during the summer and when staff is available the rest of the year. Historic weapons demonstrations are presented during the summer and a wreath laying ceremony at the monuments is held annually.

Stop #9 Confederate Sunset – A small pullout with little parking makes it challenging to stop and look at the wayside exhibit since they are located on opposite sides of the road. The descriptions of the battle on both wayside exhibits are very powerful and are possibly missed by many visitors.

Stop #10 Federal Line – From this tour stop visitors are on the ground with the Union forces. This is a very different view from that experienced at East Overlook. Almost 30 cannon are in position to represent the federal artillery line. A small pullout with little parking may discourage visitors from getting out and walking along the battle line. Two wayside exhibits set the March 8 scene.

Stop #11 Little Sugar Creek – Located across U.S. Highway 62, Little Sugar Creek is difficult to find and few visitors make the effort. A vertical wayside exhibit describes the earthworks and a battle map helps to put Little Sugar Creek in perspective with the other battles that all make up the Battle of Pea Ridge. A mile loop trail that goes straight up the hillside is a strenuous hike. Once on top, visitors who have knowledge about earthworks can see what remains of the Union effort to control the perceived Confederate threat from the south. The earthworks represent the most direct, tangible connection to the battle and the soldiers who took part in the battle.

Trails

The park has nine miles of horse trails and seven miles of hiking trails. Most trails are aligned with historic roads or traces. Visitors look for markers on trees as they travel along the trails.

The park does not currently have a trail plan.

Artillery Placement

Pea Ridge was the site of one of the largest artillery barrages in the early part of the Civil War. Using first-hand accounts and archeological data, artillery field pieces consisting of original and reproduction cannons mounted on all-metal field carriages have been placed at historical battery locations. Other locations for additional artillery field displays have been identified. Many of the artillery placements represent troop locations or movements, but are not specifically identified as such to the visitor. The meaning of their purposeful locations needs to be better explained.

The old Huntsville Road is now part of the park trail system.



Butterfield Overland Mail Route

From 1858-1860, the Butterfield Overland Mail stagecoaches carried mail and passengers between Saint Louis and San Francisco offering. A section of this route became known as the Telegraph Road once the telegraph line was strung from Springfield, Missouri to Van Buren, Arkansas and passes through Pea Ridge National Military Park. The stage route is currently being considered for inclusion into the national trail system and provides insight into the area before the battle.

Trail of Tears National Historic Trail

A section of the northern route of the Trail of Tears is located within the park and follows a path that ultimately became the Telegraph Road. The trail provides insight into the area before the battle.

Cultural Landscape

Pea Ridge is the largest intact Civil War battlefield. Through cultural landscape practices, the park goal is to create a living landscape that is an honor to those who fought here.

Pea Ridge was the site of agricultural communities during the Civil War. Slowly, as funding is received, historic fence has been installed, exotic vegetation removed and native grasses planted. Forty historic fields including two orchards have been restored and returned to their historic shape and size.

In accordance with the original park Master Plan, approximately 600 acres of the park landscape has been restored to its 1862 appearance. The preferred alternative in the 2006 General Management Plan states that “visitors [in key battle areas] would have contact with natural and cultural resources in conditions representing the 1862 battlefield. Other areas... would provide views... that convey the open space and woodlands present at the time of the battle.” The landscape restoration began in 2002 after General Management

Plan alternatives had been identified. In addition to the draft alternatives, park staff used the Enabling Legislation, Master Plan, first-hand accounts, and Bearss Base Map to develop an action plan. Throughout the seven-year process, additional resources were consulted including peer-reviewed, scientifically credible information including Dr. Weigh’s base map, a park wide archeological assessment, Government Land Office (GLO) notes and the park Fire Management Plan/EA. Dr. Weigh’s base map included the Bearss base map, first-hand accounts, GLO notes, 1940s aerial photography, the parkwide archeological assessment, ground truthing through survey grade equipment, 1899 USGS quad map, and information and agreement from one of the foremost historians on the Battle of Pea Ridge, Dr. Shea. All restoration efforts that have occurred to date are in agreement with all existing documentation, based on scientifically credible evidence, and will not have a negative impact on future needed guiding documents such as the Cultural Landscape Report. These efforts have received approval from the NPS Midwest Regional Office through 106 and NEPA compliance.

A Cultural Landscape Report has received funding and park staff are working with Midwest Region to begin work on the report in FY2012.

Interpretive Media

Digital Media

The park interpretive film was produced by Harpers Ferry Center in 2004. Over 15,000 visitors watch the film annually. The film provides an overview of the battle following the stories of three different people who either fought in or were affected by the battle. The Pea Ridge Campaign and Leadership themes are emphasized within the film. Some observers, including Dr. William L. Shea,

felt that the film overly dramatizes what the Confederate Army did to lose the battle and offers less insight into what the Union forces did to win.

Visitors can purchase (and play while driving on the tour road) a dated audio tour compact disc from Eastern National that focuses on military strategy and the park's natural resources.

Publications

Most of the park's publications are site bulletins that were written in 1995. While the specific facts and details are accurate, the publications are primarily informational rather than interpretive. The site bulletins are available on a brochure rack in the visitor center and are handed out to visitors at programs. Site bulletins have not proven to be an effective technique to tell these particular stories. Over 5,000 copies of each site bulletin were printed in 1995. Because the park has so many copies remaining, none of the site bulletins will be reprinted. The museum scavenger hunt activity sheets are the newest publications and have proven to be a very successful way to engage students and young children in the new visitor center exhibits.

- Official Park Map and Guide (2010) – battle overview; map of the park and self-guided tour of the park following the tour road.
- Elkhorn Tavern – site bulletin that describes the history of the tavern.
- Pea Ridge Facts – site bulletin that offers factual responses to frequently asked questions.
- Butterfield Overland Mail (1995) – site bulletin that describes the route and includes a map.
- Artillery at Pea Ridge (1995) – site bulletin that describes the different types of artillery used during the battle as well as information about the placement of the artillery.
- White-tailed Deer (1995) – deer management site bulletin.

- Medical Treatment during the Civil War (1995) – site bulletin that describes different medical treatments used during the Civil War. Field hospitals were located at Leetown and Elkhorn Tavern.
- “A Great Many Indians Among Them” (1995) – site bulletin that describes the American Indian participation at the battle.
- Boy Scout Hike through History (no date) – scouts can earn a patch by completing the worksheet. The worksheet is available at the visitor center and online. Scouts may purchase the patch from Eastern National.
- Bird checklist (1996)
- Museum scavenger hunt (2011) – Activity sheets targeted for three different grade appropriate levels: K-2; 3-5; 6-8. The activities are designed to help children slow down and discover all that the museum has to offer.

Trail of Tears (8/96) – Official NPS Map and Guide

Wayside Exhibits

There are 23 full-color fiberglass embedded wayside exhibits throughout the park. Funded in part by the Walmart Foundation, Harpers Ferry Center produced the wayside exhibits and the park installed them in 2007. Many of the wayside exhibits have cracked or become water damaged. New wayside exhibits have been fabricated with more durable porcelain enamel and will be installed before the park's Sesquicentennial events in March 2012.

Almost all of the wayside exhibits emphasize the Pea Ridge Campaign theme. About half of the wayside exhibits connect to the Leadership theme and some connect to the Trans-Mississippi Theater theme. One wayside exhibit specifically reflects on the Commemoration and Preservation theme. There are Trail of Tears' wayside

exhibits that were not produced by the park.

Museum Exhibits

In 2010, a major rehabilitation of the park's 1,000 square foot museum exhibit area was completed and opened to the public. The exhibits represent one of the most engaging exhibit experiences at any NPS Civil War battlefield. Of particular note, the exhibits interpret slavery as the cause of the Civil War, they consider individual motivations for soldiers to fight, and they include the aftermath and the effects of the battle upon local residents. Worn and outdated exhibits were replaced with interactive exhibits, graphics and text panels. The museum exhibits feature important battle-related artifacts and information relating to the participation of American Indian troops in the battle.

Historic Furnishings

The Elkhorn Tavern was originally a private residence that was expanded greatly in the 1850s to serve as a rest stop for travelers on the Telegraph Road. It was the scene of intense fighting on March 7, 1862, and was used as a field hospital and telegraph station. After the

battle, the Confederates referred to the conflict as the Battle of Elkhorn Tavern. During the winter of 1863, the structure was burned to the ground and was rebuilt after the war in 1865-66. The tavern was heavily modified over the next 90 years. The NPS rebuilt the structure using photos taken in the 1870s and 1880s. Unfortunately, after the project was completed in the mid-1960s, a drawing of the tavern made a few days after the battle was found in the Missouri State Archives.

A historic structure report was completed in 1963. A 1978 historic furnishings report states that because there is very little documentation about the tavern furnishings, the building should be used as a field hospital and supply depot. The park created an interpretive display within the Elkhorn Tavern using period pieces and reproductions to represent the many different uses of the structure: supply depot, the Cox family residence, and the field hospital. The Pea Ridge Campaign and the Civilian Life stories are primarily told here.



One of the Leetown Battlefield wayside exhibits uses a full color painting to help visitors understand the tragic events that occurred in this seemingly pastoral setting.

Junior Ranger

According to the FY2010 Servicewide Interpretive Report, there were 1,207 participants. The park offers two different booklets: 6-9 years (activities connected to the battle, stewardship, and natural history) and 10+ years (activities connected to all but 3 tour stops). Once a child has completed the booklet, s/he is sworn in and receives a free badge. The booklets emphasize the Pea Ridge Campaign theme.

Junior Civil War Historian – This program originated in the Southeast Region and Pea Ridge is the first Midwest Region park to participate. A child must complete three programs at participating parks or two programs and an on-line Web Ranger programs. The child then presents their completed activities at a participating park to receive a special patch. This program will only be available during the Civil War Sesquicentennial.

Personal Services

Education

According to the FY2010 Servicewide Interpretive Report, 222 programs were presented to 15,489 students. Most of the students were either in the 4th-6th grade or 7th-8th grade and came from Missouri, Oklahoma, and Arkansas. These 3-hour programs included the park film, the museum exhibits, the “Common Soldier” program and an interactive “Artillery and Infantry” program. The students might also receive a tour of the Elkhorn Tavern as well as stop at the Leetown Battlefield and East Overlook. The programs are not curriculum-based and are primarily informational.

The Common Soldier program uses the contents of a soldier’s haversack to reveal who the soldiers were and what they needed to fight on the battlefield. The Artillery and Infantry program allows students to become part of a cannon brigade and an infantry unit. Through

role play they discover the importance of each position and how the soldiers prepared and trained for these positions.

The park has a Civil War medical kit that is comprised of replicas and information. These kits were sent out two times for 2,500 students

In FY2011, the park hosted two teacher workshops: “How to Teach the Civil War” and “Connecting to America’s Best Idea.”

The Civil War Roundtable of the Ozarks brings an Elderhostel group to the park annually. Park staff provide a 3-hour in-depth bus tour that addresses all of the park primary themes.

Special Events

According to the FY2010 Servicewide Interpretive Report, 4 special events (Battle Anniversary weekend [2,965], Hispanic Heritage Festival [127], Elkhorn Tavern 1860 Christmas [193], and the June Festival [1,404]) attracted 4,689 people.

For the Hispanic Heritage Festival, in addition to offering special music and programs, the park created exhibits created showing the Texas cavalry and Los Islenos (Louisiana unit) connection to Pea Ridge.

The Pea Ridge National Military Park Foundation sponsored the June Festival to encourage military and civilian descendants to visit the park.

The Elkhorn Tavern Christmas program provides visitors with an opportunity to learn about life on the homefront before and after the battle.

Personal Services Programs

During FY2010, 18,945 visitors attended interpretive programs and demonstrations. Due to visitor travel schedules and interests, park staff have found that it is very difficult to get visitors

to attend programs at designated times. More visitors (61,024 during FY2010) are contacted through roving and informal interpretation at the East Overlook kiosk and the Elkhorn Tavern.

The park offers a variety of interpretive programs:

- 2-hour car caravan tours are offered Thursday through Sunday at 9:00 a.m., 11:00 a.m., 1:00 p.m., and 3:00 p.m. from June 1 through Sept 30. These programs emphasize the Pea Ridge Campaign and usually average 10-15 people per tour. These programs have not been as successful as park staff had hoped and may have to be discontinued because they are so labor intensive.
- Five historic weapons demonstrations are offered every other Saturday during June, July, August, and September that include firing the cannon and describing the pivotal role artillery played during the battle.
- Bike with a ranger programs were offered every other Saturday in July, August, and September. Two programs were held.
- 20-minute campaign talks are offered twice daily from May through September on the back patio of the visitor center that provide insight into the Pea Ridge Campaign from December 1861 to the morning of March 7, 1862.
- 1 – 2-hour bird walks have been offered by volunteers on the hiking trail that goes from the visitor center toward the Elkhorn Tavern and along Ford Road to Ford Field.
- A successful night sky program was offered in cooperation with a local astronomy club.
- Step-on bus tours are offered upon request and address topics of interest to the bus tour participants.
- Upon request the park provides the Walmart Leadership Academy, a

“Battlefield to Boardroom” program that connects the importance of communications, logistics, and leadership on a battlefield to today’s business environment.

- Approximately 30 military staff rides are provided upon request annually. These programs offer participants an indepth full-day experience focusing on military strategy.
- Interpretive staff also provide talks upon request to local community groups including the Civil War Roundtables, Rotary Club, Kiwanis, local libraries, and history clubs.

To the extent possible, the interpretive programs are developed using interpretive development program standards. The GS-025-11 Supervisory Park Ranger trains, coaches, and audits the programs. The SCEP Park Ranger is working with an interpretive coach at Fort Scott National Historic Site to increase interpretive effectiveness.

Historic Weapons Program

Historic weapons demonstrations such as musket firing demonstrations, cannon firing demonstrations are primarily offered as part of special events, school programs, and summer Saturday programs. They are conducted by park staff and volunteers under the supervision of NPS certified historic weapons certified personnel according to NPS policies and guidelines.

The use of artillery played an important and decisive role during the battle of Pea Ridge. Visitation at these types of programs is three times that of other living history demonstrations. In 2006, the park purchased a six pound cannon and now historic weapons programs are offered two Saturdays per month.

Period Dress Interpretation

Park staff and volunteers use period dress to provide temporal and geographic context for the Battle of Pea Ridge. The

park has established standards that all staff and volunteers must adhere to when wearing period dress. Usually associated with historic weapons programs, the park now recognizes that a “bang” is not needed to tell the stories of the soldiers and the civilians.

During the summer, local re-enactor groups representing the Missouri State Guard and the 3rd Louisiana troops set up encampments demonstrating camp life. The re-enactors also share biographical details about the soldiers revealing their personal as well as military life. They lead battlefield hikes and give talks about the roles of their respective units. The 24th Missouri is represented during special events. They are not in the park as frequently as the Confederate units because they are not local residents. While not ideal, this is an opportunity for visitors to learn about the Union forces who fought at the Battle of Pea Ridge.

Staffing

In 1986, park budget constraints dramatically reduced interpretive programs and services. The Interpretation Division staff includes

a GS-025-11 Chief of Interpretation, one GS-025-9 Park Ranger, a GS-090-5 Park Guide, and a GS-030-5 Visitor Use Assistant. There are also five GS-090-5 seasonal park guides.

The newly established GS-025-11 Supervisory Park Ranger/Chief of Interpretation spends 60% of his time on administrative duties including acting historian, museum curator, Historic Weapons Supervisor, and Eastern National Coordinator; 20% providing special interpretive programs; and 20% collateral duties including service learning coordinator, volunteer coordinator, and librarian.

GS-025-5/7/9 SCEP Park Ranger is a newly filled position. 50% of the time will be spent as the VIP Coordinator, training and orienting seasonal employees, scheduling groups and 50% producing interpretive media including the park website, a quarterly newsletter, and a cell phone tour.

GS-090-5 SCEP Park Guide (convert to permanent in June 2011) spends 75% of her time providing informal talks at the visitor center and the Elkhorn

While historic weapons demonstrations and period dress interpretation are offered, park staff now recognize that a “bang” is not needed to tell the stories of soldiers and civilians.



Tavern, guided tours of the battlefield, and living history (black powder) demonstrations; 25% working on a Civil War Sesquicentennial display and staffing the front desk.

GS-090-05 Park Guide spends 50% of her time staffing front desk; 48% providing informal talks and programs; and 2% providing historic weapons assistance during programs and events.

GS-090-5 seasonal park guides will spend 50% of their time staffing the front desk and providing patio talks; 25% presenting small arms and artillery demonstrations with the living history crew; and 25% staffing the East Overlook kiosk and the Elkhorn Tavern.

Partnerships

Pea Ridge National Military Park Foundation

Formed in 1994, the Foundation is a not for profit 501(c) (3) organization committed to help educate the public, provide improvements (beyond what the park's budget allows), and support the activities of Pea Ridge National Military Park. The mission of Pea Ridge National Military Park Foundation is to educate the public on the Civil War significance of the Park and how the Park can be used as a family destination for enjoyment, fitness, and education. The Foundation's aim is to raise awareness of the additional support required to help provide and preserve the natural, historical, and cultural environment of the Park through personal involvement.

To date, the Foundation has provided funding to purchase the original coats of Commanding General Samuel R. Curtis including one worn during the Battle of Pea Ridge; to commission artist Andy Thomas for an oil painting of a Pea Ridge battle scene at Elkhorn Tavern; to produce the park film; and to purchase new audiovisual equipment for the park's theater.

Trail of Tears National Historic Trail

The National Park Service administers the Trail in cooperation with federal, state, and local agencies; the Cherokee Nation and the Eastern Band of Cherokee Indians; interested groups; and private landowners. The National Park Service coordinates activities, offering technical and limited financial assistance toward preservation, development, and commemoration of the Trail. Management of Trail resources remains with landowners; non-profit groups; and federal, state, and local agencies. Activities include marking an auto tour route which closely parallels or follows the historical land routes with the official Trail marker; marking the Water Route; historical research; resource protection; development of Trail brochures and other publications, including this interim brochure; and production of exhibits and an interpretive film.

Trail of Tears Association

The Trail of Tears Association (TOTA) is a non-profit, membership organization formed in 1993 to support the creation, development, and interpretation of the Trail of Tears National Historic Trail. In 1993, TOTA entered into a cooperative agreement with the National Park Service to promote and engage in the protection and preservation of Trail resources; to promote awareness of the Trail's legacy, including the effects of the U.S. Government's Indian Removal Policy on the Cherokees and other tribes (primarily the Chickasaw, Choctaw, Muscogee Creek, and Seminole); and to perpetuate the management and development techniques that are consistent with the National Park Service's trail plan. TOTA state chapters address the more specific issues in each state, such as membership development, chapter organization and other efforts that assist the Association and the National Park Service in achieving their goals and objectives.

Eastern National

Eastern National (EN) is the official cooperating association for Pea Ridge National Military Park. Annual sales are approximately \$107,000 and the park receives a 6% donation that is used for memorial wreaths, living history equipment and supplies, and an additional day of work for the EN site supervisor. EN provides a part-time employee who spends approximately 15% of her time staffing the front desk providing information and orientation to visitors.

The Scope of Sales was reviewed in 2011. Sales items connect to the newly developed themes Missouri (Why We Fight), Trans-Mississippi Theater, Pea Ridge Campaign, Civilian Life, and the Trail of Tears. The Leadership and Commemoration and Preservation themes will need to be addressed in a future revision of the document.

Volunteer Program

According to the FY2010 Volunteer Report 4,331 hours of service was provided for interpretation. Approximately 200 living history volunteers support the battle anniversary and artillery demonstrations and six regularly scheduled volunteers staff the visitor center and the Elkhorn Tavern.

During the Civil War Heritage Festival volunteers provide living history, small arms, artillery, cooking, and blacksmithing demonstrations.

180 boy scouts provided 720 service hours and 28 girl scouts provided 112 service hours cleaning trails and building fences.

The service learning program hosted in cooperation with the local community college provided students with experience staffing the Elkhorn Tavern and the visitor center. The students also scanned photos, digitized 35mm slides and inventoried research files.

The Trailblazers program was established to provide opportunities for local youth from socially and economically diverse backgrounds to participate in the development, implementation, and interpretation of the park's vegetation management plan. Youth from the Rogers and Fayetteville Boys and Girls Clubs were invited to help with erosion mitigation, removal of invasive exotic plant species, and planting of trees to restore a section of historic landscape projects.



Eastern National sales items connect visitors to almost all of the primary park themes.

Recommendations



Interpretive planning assesses current conditions and formulates recommendations that will provide direction and focus to achieve the desired future interpretive program. A long-range interpretive plan analyzes all needs and recommends a wide array of interpretive services, facilities, programs, and opportunities for partnerships to communicate in the most efficient and effective way the park's purpose and significance.

The Goals for Interpretive Programming are designed to realize the vision, objectives, themes, and visitor experiences described in the Foundation for Planning section. The following principles will apply to all interpretation at Pea Ridge National Military Park:

- All interpretation will address physical and programmatic accessibility.
- Where possible, interpretation will use reproduction objects and documented personal stories to bring the story alive for visitors.
- Where possible, the park will partner with neighboring institutions to develop programs, media, and share research.
- The park will follow the standards of the National Park Service Graphic Identity Program as signs and interpretive media are upgraded.
- Interpretation will include examples and perspectives from diverse points of view. It will respond to diverse audiences, varying levels of interest, and different lengths of time for a visit.
- Where possible, "virtual visitors" will have opportunities to view key park vistas and access to new research, studies, management plans, and historical information.
- The park will stress personal relevance and meanings within its Interpretation and Education program.
- The park will strive to create experiences for new audiences.

Goals for Interpretive Programming

Workshop participants identified goals to enhance the effectiveness of the interpretive services within Pea Ridge National Military Park. These goals and associated actions are representative of many ideas generated during the workshop. Action items are listed below each goal, and were used to create the Implementation Plan located in the next section of this document. The interpretive service by theme matrix, located in Appendix D, includes a comprehensive listing of potential future interpretive services to provide insight into what is being proposed as well as what services will continue to be offered. Over the next seven to ten years Pea Ridge National Military Park will focus on the following goals:

Emphasize the Pea Ridge Campaign

The park's primary interpretive goal and thematic focus will be to immerse the visitor into the Battle of Pea Ridge by providing different levels of experience. The visitor gets to choose the level of detail and immersion that s/he will experience. The timeframe for these experiences will be 1830-1890 which will span one person's lifetime and include three generations.

The idea of actively encouraging visitors to come in fall or spring so that they could walk out in the park when weather is better and insects are less prevalent was discussed. During these seasons visitors may be able to better understand winter battle strategies and tactics because there will be fewer leaves on the trees obscuring the views. While staff want to do this, it is probably not possible within the lifetime of this plan. Visitors are currently too intent to come during the summer when school is out to break travel habits.

The park will be intentionally divided into front country and backcountry experiences. The visitor center area, Elkhorn Tavern, picnic area, tour road, and fee station will be considered the front country. The hiking trails, mowed fence rows, and horse trails will be considered the backcountry. A color-coded trail system will be established to indicate which part of the battle is being followed. Natural areas will be utilized to highlight cultural significance.

The 2006 General Management Plan (GMP) preferred alternative states that visitors will have “opportunities to immerse themselves in park resources associated with key battle areas and gain an understanding of the history of the Battle of Pea Ridge.” The GMP indicates that visitors will follow the existing tour route. The current tour route direction primarily provides an opportunity for visitors to look over the battlefield site and can be very confusing and difficult to understand the progression of key events, creating fewer potential opportunities for visitors to become immersed in the resource. By reversing the direction of the tour route, the park has the opportunity to encourage visitors to follow the events of March 1862 in chronological order tracing both the Union and Confederate forces as they moved across the battlefield.

When the Highway 62 bypass is completed and the tour road is re-aligned, the entrance to the park will move out onto “old” Highway 62 and a fee station will be constructed just inside the entrance. Fees will no longer be collected inside the visitor center. After first stopping at the visitor center, visitors will be encouraged to follow the course of the battle by going back out of the park to the Little Sugar Creek site. At Little Sugar Creek, visitors will see the earthworks and begin to discover the significance of General Curtis’ decision to dig his troops into those bluffs. The

visitors will then be directed to turn around and head back down the historic Telegraph Road to Elkhorn Tavern, the site of the opening battle on March 7, 1862. After passing back through the entrance station, visitors will continue to a new tour road extension that leads to a parking area located about where Ford Road currently intersects the tour road. A short walk will lead to Elkhorn Tavern. The tour road will continue west along a short stretch of Ford Road before reconnecting to the existing tour road. The next stop will be the East Overlook. Visitors will continue around the tour road toward Leetown Battlefield following the Confederate advance of March 7. Upon arrival at Curtis’ Headquarters, the perspective changes to Union Army tactics and how Curtis successfully maneuvered his forces around for the March 8 attack. The tour route then will follow the Union troops back to the final decisive battle of Elkhorn Tavern. After the loop is complete, visitors may return to the visitor center or leave the park. All public involvement and compliance documentation must be completed before changes like these could be implemented.

A more complete description of the potential tour stop experiences follows:

Little Sugar Creek: The earthworks are the only tangible, intact evidence remaining from the Battle of Pea Ridge and where visitors should go first to experience the battle chronologically. This site is located in a somewhat remote location approximately 1.5 miles from the entrance to the park. By encouraging the visitors to go back to Little Sugar Creek before proceeding to Elkhorn Tavern, may create some frustration and annoyance not unlike that experienced by the Union soldiers. The park will improve the access to the top of the 60-foot bluff so that visitors can walk along and stand behind the earthworks

The Elkhorn Tavern will continue to be the primary location to tell the stories of families who experienced the Battle of Pea Ridge.



imaging what it was like on March 3, 1862, when General Curtis sent his troops to build these earthworks and hold the position at Little Sugar Creek denying the Confederates access to the Telegraph Road. Due to the strength of this position, Van Dorn divided his army and moved to outflank Curtis. This maneuver caused Curtis to recall his troops on March 7 and send the majority up the Leetown Road to engage the forces coming down from Foster's Field. After experiencing the earthworks and this strong defensive position, visitors will turn around and go to the Elkhorn Tavern just as Colonel Carr's troops did when they sent to engage the other half of the Confederate army.

Elkhorn Tavern: Visitors will walk a short distance to the Elkhorn Tavern from a newly designated parking area. This area will continue to be the primary site to tell the stories of the Cox family and other families living in the area before and during the battle, along with the two distinctly different engagements that occurred here on March 7 and 8. Period dress interpretation, interpretive talks, digital media, and interpretive exhibits will be used to tell these stories. Interpretive media will be used to tell the stories of the artillery duel, Clemens

family, tanyard, and Williams Hollow hospital. Due to the remote locations of these sites, media (examples may include wayside exhibits, audio recordings accessible via cell phones, downloadable media via QR codes) will be the preferred interpretive methods in this area rather than personal services. Period dress programs and historic weapons demonstrations will continue to be provided at Elkhorn Tavern.

East Overlook: The overlook will continue to be an important site for visitor orientation and the kiosk will be camouflaged so it will not be a visual intrusion from other locations in the park. The East Overlook provides visitors with direct line-of-sight access to the battlefield. Interpretive staff and wayside exhibits will continue to orient visitors to key points including Little Mountain, Leetown, Ford Road, Telegraph Road, and Welfley's Knoll.

West Overlook: Interpretive staff need to determine how this stop can be most effectively used and what, if any, interpretive stories may be best told from this location. The staff should also consider whether this stop is even necessary.

Armies Collide: As the precursor to the Leetown Battle, this location is of primary importance to understand where the Confederate troops were located and who fought on the side of the Confederacy. The parking area will be increased so that more visitors will stop. In addition to mowing the fence lines, Ford Road will be graveled so that visitors have access to Highway 72 and Foster's Farm where the Confederate encampment was located. This access may help visitors better understand the distances that separated the units and perhaps provide them with greater awareness of the irony that many of these troops never received a call to action. The park will investigate the possibility of positioning interpretive cues, perhaps battle flags, to indicate the length of the Confederate column. Confederate reenactment groups will be encouraged to camp here. The wayside exhibit panel will be changed to add a photograph of Albert Powers, a Medal of Honor winner. A new trail will be cut through the tangle of Morgan's Woods undergrowth so that visitors will be able to follow Hebert and his men as they engage the Union troops along the east side of the road. The intent will be to reveal the difference between fighting in an open field versus the noise, disorientation, confusion, and psychological pressure of combat in the woods.

Leetown Battlefield: Oberson's Field, bisected by Highway 72, is the site of one of the most important engagements that occurred on March 7. While probably not feasible during the lifetime of this plan, a turnout and parking along Highway 72 would create more opportunities for visitors to really understand the significance of Leetown Battlefield. They would be in the center of the battlefield instead of on the periphery and much better able to see where McCulloch and McIntosh came out of the woods along the north boundary and why the outnumbered Federal forces deployed along the southern fence lines were able to so

easily defeat them. Until this perspective is available, placing reference point markers, flags, or cutouts at key sites will assist visitors in identifying these locations. Additional artillery positioned along the southern fence lines will also indicate the strength of the forces that the Confederates faced once they emerged from the woods.

Leetown Hamlet: More research is needed to better understand the locations and types of buildings within Leetown, the town and its citizens before and during the battle, and why the town was abandoned after the battle. Current scholarship indicates that Leetown was located at the crossroads of one of the major engagements of the Battle of Pea Ridge. It also was the site of a field hospital and citizens provided aid to soldiers from both armies. As historic roads are opened as part of the park's trail system, visitors will be able to follow the march of the Union army from Little Sugar Creek through Leetown Hamlet to engage the Confederates at Oberson's Field, Foster's Farm, and Morgan's Woods. Interpretive media and programming will be developed as research is completed to reveal more about the community of Leetown and what life was like before, during, and after the battle. The interpretation of the field hospital will move from Elkhorn Tavern to Leetown Hamlet to encourage visitors to walk from the tour road out into the resource. Field tents, interpretive displays, and temporary exhibits set up during the summer season will help visitors better understand the nature of Civil War medical support and the significant role local citizens played offering aid to the wounded.

Curtis' Headquarters: Park staff members will remove the foundation that has caused much misinformation and misinterpretation regarding the location of Pratt's Store and Curtis's field headquarters. Research needs to be conducted to better identify the location of the store and the headquarters.

Two key interpretive points will be promoted at this location: the strategic importance of the field headquarters and the size of the Union force. An interpretive display will be developed that recreates the field headquarters. The display may include a temporary headquarters tent with a few other tents surrounding it and some furnishings appropriate to a field headquarters. Possible opportunities may include costumed interpreters representing the general's staff. Visitors may be given field orders and included in the planning of the battlefield strategy. The complexity of moving armies, the significance of the Telegraph Road, a comparison of Federal versus Confederate field headquarters, and the strategic planning ability and leadership needed on the frontlines may all be explored. To interpret the size of the Union encampment, during special events re-enactment groups will be encouraged to camp in this location. At other times, flags may be used to mark the extent of the Union camp. A comparison of the enlisted men's daily life to that of the General and his field staff and the congestion and living conditions of a camp this size may be interpreted.

Federal Line: The parking area will be increased so that more visitors will stop and walk the mowed fence line to the top

of Welfley's Knoll. Artillery placement along the federal line allows visitors to see the scope of the March 8 attack. The viewpoint from Welfley's Knoll is even more dramatic than that seen from the tour road. The perspective from the knoll is ground or field level compared to the overview provided by the East Overlook. This viewpoint also provides a transition from the field headquarters to the final engagement as well as the switch from the Confederate position above to the Federal position below. Curtis positioned his army along this line from the field headquarters and he may even have stood on Welfley's Knoll to oversee the artillery barrage and infantry charge.

Confederate Sunset: This stop will now emphasize the March 8 battle allowing the visitor to continue following the Union charge on Elkhorn Tavern. The existing March 7 wayside exhibit panel will be moved out to the new entrance road along the north side of Ruddick's Field. The artillery and accompanying wayside exhibit panel will be moved along the south side of Ford Road near the new Elkhorn Tavern parking area.

Trail of Tears: The trail will be interpreted at two different locations along the tour road. The wayside exhibit panels and milepost marker will remain at existing tour stop #1. A new tour stop will be created near Ruddick's Field to interpret the distribution site located there. The park will work with the Trail of Tears National Historic Trail to develop interpretive media and programming appropriate to that site.

Butterfield Overland Stage Route: The stage route illustrates the importance of the Telegraph Road as a primary transportation corridor through the rugged Ozark Region in Missouri and Arkansas. More research is needed to document the significance of the Butterfield Overland Stage through Pea Ridge. Interpretive media may be developed based on this research.

Welfley's Knoll provides the field level perspective that General Curtis' may have had prior to the March 8 federal assault.



As stated in numerous locations within the text, much more research is needed to complete the interpretive vision for Pea Ridge National Military Park. Because of the complete change in the tour route as well interpretive direction, many park publications, displays, and audio tours must be updated and revised.

Improve Arrival and Orientation Experience

An important goal for providing interpretive services over the next seven to ten years is to improve orientation and access to park information. Before visitors can have a meaningful park experience, they need to find their way to the park, determine where the experience begins, and take care of their basic needs. Visitor experience issues such as agency identity and orientation must be addressed before interpretation can begin. Effective signs as well as pedestrian orientation and information are the first steps toward satisfying these basic visitor needs. A unified sign system would clearly identify park sites as well as provide information and clear directions.

The park currently has two different types of arrival and orientation experiences. One occurring before and after the visitor center is open and the other when the visitor center is open. During the summer season, the visitor experience is enhanced when the Elkhorn Tavern and the East Overlook kiosk are both staffed.

The bulletin boards and park brochure found at the visitor center entrance are the only media available after hours when the tour road is closed. All materials are only available in English. When the visitor center is open park staff are available to answer questions and a monitor provides event information and answers to frequently asked questions.

In the future, especially once the fee station is built and the tour road is re-routed, park staff may consider potential

solutions including updating and improving the arrival and orientation experience including digitally accessible information, a cell phone tour, offering a Spanish language brochure, and positioning a 3-dimensional map showing the battlefield terrain in the visitor center lobby.

Improve Park Website and Increase Use of Social Media

Since Pea Ridge National Military Park was established in 1956, significant changes in digital technology, in DOI/ NPS web standards, and in social media have occurred. During the life of this plan, park staff will need to continually increase and improve their skills with the technology, monitor and update all web-based content to meet the current standard, and remain vigilant about what is posted via social media sites.

An ever-increasing percentage of park visitors are web users who visit Pea Ridge (www.nps.gov/peri) seeking information. Many of these “virtual visitors” never actually come to the park, but have their needs met solely through the website. The website should highlight the opportunities and experiences that are available to both on-site visitors and virtual visitors.

Using social media will create more opportunities for visitors to become aware of park events and programs and provide feedback to park staff. Social media also represents an excellent way to foster dialogue and explore multiple meanings and personal relevance among many different people. In FY2011, the park established a Facebook page that is updated regularly with current events. Visitors are encouraged to add photos as well as to send comments and ask questions.

Develop and Provide Curriculum-Based Education Programs

An effective park education program requires adequate staff for planning, development, implementation, and assessment. The resources and themes of Pea Ridge National Military Park offer great potential for the development of dynamic and popular education program in partnership with area schools, neighboring parks, historic sites, and affiliated areas.

A well-designed and well-run park education program generally depends on establishing an Education Coordinator position. This role has been a collateral duty assignment for the GS-025-09 Park Ranger, but to be truly effective it needs to be a full-time position. The primary role of the coordinator will be to secure resources to facilitate the development and growth of a curriculum-based program based on national and state education standards.

With a strong program and ties directly to state and national curriculum standards, more schools will see the value of using the park to help meet their needs. This can be accomplished by involving educators from area schools directly in the development of both general and specific activities and curriculum guides.

Once the new fee station is open, park staff may consider updating and improving the visitor center arrival and orientation experience.



Future growth of the park education program is primarily contingent upon funding the Education Coordinator (see Staffing section). This would allow the park to:

- Establish a teacher-ranger-teacher program. Teacher-ranger-teachers will add professional expertise, value, and relevance to the education program. Funding may be available in FY2012 for one local teacher-ranger-teacher.
- Create a teacher advisory group to advise the park on the most useful ways to offer educational services to local schools and to develop curriculum-based education programs.
- Prepare an education plan that would provide overall direction for the education program. Target grades and schools will be identified as well as funding sources for transportation and distance learning equipment.
- Conduct teacher workshops and offer continuing education credits to enable teachers to participate in on-site curriculum-based programs. Publicize connections to required Arkansas history teacher graduation requirements.
- Explore possible opportunities to establish an education center at the visitor center.
- Build stronger relationships with local schools, homeschools, museums and libraries.
- Develop an interactive component to the “Common Soldier” on-site program.
- Evaluate the traveling trunks and determine their value within the schools. Based on the findings, improve the existing trunks and create new ones.
- Create a distance learning program. These types of programs may serve as alternative learning opportunities for

schools that are unable to go on field trips to the park.

- Offer a summer student camp similar to the Trailblazers program.
- Update the teacher's guide and post on the park website.
- Build on the Walmart Leadership course and establish similar courses for local Chamber of Commerce business leaders, Professors of Military Science (ROTC), and high school students. Investigate opportunities currently provided by the Harry S. Truman Museum and Library "Decision Lab."
- Establish summer reading programs with local libraries.
- Provide special programs or events that would promote life-long learning among adults interested in the battlefield.

Improve Personal Services

Interpreters are the best interactive tool in enabling visitors to experience, understand, appreciate, and make personal connections with the resource. Pea Ridge's resources and themes present almost limitless opportunities for both standard and innovative interpretive activities. As staffing levels permit, and in keeping within the parameters of the interpretive themes and visitor experience goals, docents, volunteers, interns, and interpreters should be given a high degree of creative freedom to explore and experiment with new programs. This will help to maintain a creative edge and attract new and returning audiences.

Pea Ridge National Military Park reflects more than two isolated days in history. It represents a continuum of events associated with the Battle of Pea Ridge and the Civil War. Interpretive talks, illustrated programs, and historic

Offering more interpretive activities at a variety of locations may encourage visitors to go and explore the battlefield on their own.



weapons demonstrations will be used to emphasize the Pea Ridge Campaign and to encourage visitors to consider the meanings and personal relevance of the Civil War. Since personal services and interpretive programs are relatively easy to change, activities should be evaluated on a regular basis to discontinue those that are not effective, modify or improve those that require it, and validate those that are successful.

Most interpretive services are offered at the visitor center or the Elkhorn Tavern. Offering interpretive activities at different locations throughout the battlefield will help increase opportunities for visitors to become immersed in park resources. Rather than creating stationary or static posts on the tour road or on the battlefield a mobile interpretive contact station will allow visitors to ask questions, see temporary displays, and perhaps become intrigued to go and explore on their own in a particular area. A park vehicle may be modified or a trailer could be used for the contact station. This vehicle could also go to schools, off-site events, and other outreach programs.

Establishing a licensed battlefield guide program would allow visitors to go for a fee on a comprehensive, escorted tour without diminishing or decreasing the number of interpretive services currently being offered. These tours would provide greater opportunities for visitors who want a more in-depth, personal experience at their own pace and based on the demands of their schedule. Park staff will consult with the Midwest Region Concessions Office to get advice on how to establish this program perhaps using Commercial Use Authorizations. Offering the guide programs would allow park staff to discontinue the car caravan programs and to provide programs that better serve other audiences.

Increase Use of Interpretive Digital Media

Digital media is well suited to the presentation of chronological and sequential material. It can capture realism, provide emotional impact, and create a mood or atmosphere. Also it can reach many visitors at one time and may be included in exhibits or posted onto the Pea Ridge website, in addition to being shown in the theater.

Digital media can reach the many visitors who are now using computers, smart phones, cell phones, Global Positioning System (GPS) units, MP3 players, and a variety of other technological systems for entertainment, information, orientation, and interpretation. In response to the growing demand for these services, the park needs to include the use of portable “individualized” audio and/or audiovisual opportunities. Using new technology will possibly create opportunities for a more diverse audience to experience the Battle of Pea Ridge than ever before. These services will allow visitors to access more meanings, information, and orientation at their convenience.

In the summer 2011, the park established a series of cell phone tour stops at different locations throughout the battlefield. Visitors can either call into a phone number or scan a code to listen to audio recordings, download transcripts of the audio recordings, or view historic photos.

Once digital productions are created and made available, park staff must maintain, monitor, and update the programs. Local media outlets may be enlisted to air and/or print digital programs to expand the reach of interpretive opportunities related to Pea Ridge.

Potential new interpretive digital media may include:

- Adding digital media components, such as QR codes, to existing wayside exhibit panels would allow visitors to use their personal electronic devices to obtain additional information and interpretation.
- Create e-reader publications of historic paper documents and resources.

Host Special Events

All special events must relate to the purpose, significance, and themes and provide interpretive opportunities.

In March 2012, the park will commemorate the Sesquicentennial of the Battle of Pea Ridge. A variety of programs will be offered including an evening luminary program.

In May 2012, as an extension of the Sesquicentennial and to emphasize the Commemoration and Preservation theme, the park will establish a Memorial Day program. Luminaries may be used to help visitors remember the sacrifices of all veterans.

For the 2016 NPS Centennial park staff will also strive to be consistent with national and regional efforts by developing appropriate interpretive exhibits, programs, and events at the park as well as working with park partners to create interpretive opportunities beyond park boundaries.

Facilitate the Development and Growth of Existing and Future Partnerships

Interpretive partnerships play a key role in the delivery of essential programs and can also provide opportunities for enhanced interpretive products and services. Partnerships are most effective when partners share a common goal and can leverage their efforts to accomplish the goal.

Working to build upon existing relationships with Prairie Grove State Park as well as other local, state, and federal agencies is imperative. Creating a stronger working relationship with the Pea Ridge National Military Park Foundation will increase awareness of and advocacy for park resources and services. While park staff have been working informally with local corporations such as the Walton Foundation and Tysons and area museums such as Crystal Bridges, these relationships need to be defined and formalized to strengthen the park's ability to provide visitors with more opportunities to understand and appreciate Pea Ridge. The recently established sister park relationship with Culloden Battlefield should be cultivated and could become a model for other battlefield parks.

There are also opportunities to build new relationships and establish new partnerships. A list of potential new partners could include local non-profit agencies, local community organizations and churches, recreational organizations, and media outlets.

Expand the Volunteer Program

The Volunteers-In-Parks (VIP) program could be expanded with more dedicated NPS supervision, providing VIP accommodations, and an increase in VIP funding. For example, the park recently acquired twelve Union artillery and twelve Union infantry jackets for use by volunteers. Greater outreach to volunteers interested in the historic time period represented by the park, especially those interested in the Union forces, could produce benefits in research and the availability of period dress interpretation. An effort to enhance and expand the participation of local volunteers would be beneficial as well. The volunteer program will also stress opportunities for youth to stimulate their interest in the park and the National Park Service.

The Coordinator role has been a collateral duty assignment for the Chief of Interpretation, but to be truly effective it should be a collateral duty for one of the newly established park ranger positions. The primary role of the coordinator will be to develop a strong foundation for the volunteer program, facilitate the retention of current volunteers as well as the development and growth of this program.

Specific recommendations include:

- Develop and implement a retention strategy that will include creating and maintaining a database of volunteers; updating position descriptions and determining how many volunteers are needed for each task; communicating the length of assignment when recruiting volunteers to minimize turnover; working with partners to reduce competition for volunteers; and working with park staff to ensure that there is adequate oversight and support for volunteers. Recognize volunteer achievements.
- Develop a needs assessment for volunteers. Identifying what tasks park staff need volunteer help with will provide the coordinator with the necessary information to successfully recruit. The assessment also would help identify potential individuals or group skills that might be needed. For example, volunteers who may be interested in reading at libraries; volunteers who may have education experience to help develop traveling trunks.
- Increase volunteerism by building relationships with corporate sponsors and the Pea Ridge National Military Park Foundation.

Volunteers building historic fence at the Elkhorn Tavern.



Contact a Variety of Visitors

Most interpretive services are developed for a general audience. Most visitors to Pea Ridge are coming with specific needs or for specific reasons. To best meet their needs and provide them with opportunities to discover the significance of park resources, workshop participants identified visitor groups that interpretive services may be developed for during the life of this plan.

Recreation Visitors

- Create awareness that there are recreational opportunities available by posting details on park website
- Develop biking guide and equestrian trail guides that may include signs along recreational and horse trail to encourage interest in the battle among these visitors
- Develop audio programs
- Create playlist
- Offer packs to re-create soldier experience
- Outline cross country run following historic roads
- Work with county to turn dirt roads to mountain bike trails
- Offer mileage rewards compared to a troop's march
- Offer bike with a ranger
- Create temporary display on horse parking lot bulletin board

Hispanic and Marshall Islands Communities

- Provide language-specific resources
- Offer specific programs during heritage months as appropriate
- Participate in local outreach events such as the Hispanic Festival in Rogers
- Establish relationship with area Boys and Girls Clubs as well as Springhill Schools to connect to second generation
- Build on the success of the exhibits that highlighted the Texas cavalry and Los Islenos connection to Pea Ridge.

Returning Visitors

- Offer programs that focus on different tactics
- Place artillery in different locations representing different time periods of the battle
- Offer guided or independent hiking tours
- Encourage visitors to get involved in restoration projects

American Indian Communities

- Expand outreach efforts to local American Indian tribes by offering more interpretive talks and displays about the tribes who fought at Pea Ridge.

Trail of Tears

Park staff will work with the Trail of Tears National Historic Trail, the Cherokee Tribe, and the Trail of Tears Association to understand tribal perspectives and what stories they feel should be told at Pea Ridge.

- Update and replace existing wayside exhibits along the Trail of Tears.
- Develop interpretive programs and media to reveal the importance of the distribution center located at Ruddick's Field.

Research and Evaluation Needs

All interpretive programs and services must be solidly grounded in research. In order to fully accomplish the actions included in this plan and support the interpretive themes, the park needs research on the following topics:

- Civilian life before, during, and after the battle
- Leetown
- American Indians at the Battle of Pea Ridge
- Census data
- Butterfield Overland Stage

Evaluation also is important in the development of specific media and programs and will be planned as part of all substantial media projects and special programming. Front-end evaluation will inform the project team about what visitors already know about the site before they come, what understandings they may have about the significance of the site, or how to fulfill the visitor's interest in visiting the site. This type of evaluative study is targeted so that practical use can be made of the results. Formative evaluations allow the team to get feedback on project content before it is fabricated. Knowing how potential

visitors react to stories and information or even how the message is displayed can inform and enhance the media product and the overall visitor experience. Summative evaluations are valuable in helping to determine the effectiveness of final media, facilities, and programs – i.e. whether the intended themes are being communicated, if people are actually making use of the information, or if visitor behavior is affected. Summative evaluation may even be a necessary follow-up for certain sources of funding such as foundation grants.

- Use formative evaluation to study effectiveness of wayside exhibit panels with audio and digital enhancements accessed through cell phones and QR codes.
- Re-evaluate role of the visitor center once the entrance station opens.

More research is needed to understand civilian life before, during, and after the Battle of Pea Ridge.



Staffing and Training Needs

In order to fulfill the vision of this plan, additional funding will be required. Increased funds will enable the park to hire additional interpretive staff. Staff needed include a full-time Chief of Interpretation, an education specialist, and a collateral duty volunteer coordinator. Operations Formulation System (OFS) and Project Management Information System (PMIS) funding requests will need to be submitted to acquire these additional positions.

The following table shows the current and projected staffing plan required for full implementation of the recommendations in this Long-Range Interpretive Plan.

<i>Title</i>	<i>Grade</i>	<i>Type</i>	<i>Funded</i>	<i>FTE</i>	<i>Unfunded</i>
Chief of Interpretation	GS-025-11	PFT	ONPS	1	
Park Ranger	GS-025-5/7/9	SCEP	ONPS	1	
Park Ranger (vacant)	GS-025-5/7/9	PFT	ONPS	1	
Park Guide	GS-090-5	PFT	ONPS	2	
Park Guide	GS-090-5	Seasonal-1040 hours	ONPS	2	
Education Specialist	GS-1710-9/11	PFT			1

Training

A trained and motivated workforce is necessary for any successful park operation. Emphasis should be placed on accountability for interpretive standards to be applied or adhered to when any park employees or volunteers present interpretive programs, design publications, media, and exhibits, or present curriculum-based educational programs. Ensure that all staff members who provide interpretive services are held to the appropriate NPS standards as defined in the Interpretive Development Program and be trained accordingly.

Because volunteers are an important part of the workforce, interpretive staff members require an appropriate level of volunteer supervisory training.

Implementation Plan

The measure of success of any plan is the extent to which it is implemented. Initial implementation of strategies needs to be both realistic and flexible. Because funding opportunities and priorities often change, park management may need to adjust the implementation strategies to adapt to changing conditions. The park interpretive staff and key park partners should meet each year to draft an Annual Implementation Plan for each new fiscal year based on funding opportunities and coordination with other projects. Flexibility is extremely important to allow park staff and partners the opportunity to try new and different interpretive ideas and make adjustments as necessary.

Park staff recognize the importance of and will conduct compliance for all proposed actions that require it. Funding will be secured to develop required plans and documents.

During the 2011 Recommendations workshop, the participants agreed to divide the actions necessary to implement the recommendations into short-term (1-3 years), mid-term (4-6 years), and long-term (7-10 years) goals. Most of the recommended actions for curriculum-based education programs and personal services are dependent on the hiring of new staff. Other action items can be implemented immediately, within existing funding and staffing levels.

Short-term Goals

- Open all historic roads as hiking trails.
- Develop and implement a social media policy and begin to use a variety of sites.
- Install signs and trail blazes.
- Develop and publish (printed and electronic) trail guide version1: March 7 Confederate Advance (Elkhorn Tavern Loop).
- Reverse the direction of the tour road.
 - Establish parking area at Armies Collide stop; mow and sign from the Ford Road to Highway 72.
 - Establish parking area at the Federal Line stop.
- Identify reference points that indicate important people/locations at Leetown Battlefield (phase 1).
- Research Leetown Hamlet (CESU – ARAS).
- Offer living history programs at Curtis HQ stop.
- Expand partnership with Boys and Girls Clubs (restore historic landscape); Benton County Historical Commission; Northwest Arkansas Community College (research); Cherokee and Osage (research/resources/staff).
- Develop traveling trunks.
- Develop 4th-6th grade curriculum-based programs.
- Assign the park Volunteer Program Coordinator duties to one of the GS-025-9 Park Rangers.
- Establish a Teacher-Ranger-Teacher program.
 - Develop distance learning programs.
 - Provide more outreach to schools.

Mid-term Goals

- Re-evaluate arrival/orientation experience when new entrance station opens.
- Rehabilitate the Elkhorn Tavern.
- Camouflage the East Overlook kiosk and covered area.
- Set up seasonal temporary display to interpret the field hospital at Leetown Hamlet.
- Research Pratt Store and Curtis Field Headquarters.
- Change emphasis of Confederate Sunset from 7March1862 to 8March1862.
- Interpret the Trail of Tears at Ruddick's Field.
- Develop interpretive media targeted to the recreation visitor.
- Provide services connected to American Indian stories.

Long-term Goals

- Develop, fabricate, and install the Field HQ interpretive display.
- Create an infrastructure to support increased interpretive opportunities for recreational visitors.
- Increase outreach to local Hispanic and Marshall Islands communities.
- Fund an education specialist position.
- Explore possible opportunities to establish an education center at the visitor center.
- Establish a reading program in cooperation with the local public library system.
- Investigate the possibility of establishing a licensed battlefield guide program.
- Purchase, outfit, and utilize a mobile visitor contact station.
- Explore interpretive opportunities for West Overlook. Consider if and how it can best be used.

Appendices



Appendix A: The Planning Team

National Park Service

Pea Ridge National Military Park

Troy Banzhaf, Supervisory Park Ranger
 Virginia Dyer, Park Guide
 Kevin Eads, Chief of Resources Management
 Bethany Henry, Park Ranger
 Donald Plowman, Park Guide
 Patrick Poynor, Park Guide
 John C. Scott, Superintendent

Harpers Ferry Center

Toni Dufficy, Interpretive Planner (Team Captain)

Wilson's Creek National Battlefield

Dave Hutson, Park Ranger

Park Partners

Stephen J. Bailey, Civil War Reenactor (A.R.E.A)
 Christene Ashlock – Pea Ridge Volunteer, Historian, and Preservationist
 John Schwarz – Frontier Guard Living History Association, 3rd Louisiana Historical Association
 Serena Rothfus – Site Supervisor, Eastern National and Secretary, Board of Directors, Pea Ridge NMP Foundation
 Monte Harris – Rogers Historical Museum and Pea Ridge NMP Foundation
 Allyn Lord – Director, Shiloh Museum of Ozark History
 Sigrid Hodgson – Volunteer and Pea Ridge NMP Foundation
 Glenn Jones – BC Historic Preservation Commission, Trail of Tears
 Jackie Crabtree – Mayor, Pea Ridge
 Amber Friday – Co-founder, 3rd Louisiana Historical Association

Appendix B: Accessibility Guidelines

Every attempt will be made to provide full access to interpretive media and programs to ensure people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to national parks. This is in compliance with the National Park Service policy:

“...To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the qualities of the park experience for everyone.”

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media <http://www.nps.gov/hfc/pdf/accessibility/access-guide-aug2009.pdf>.

Appendix C: Interpretive Themes

A team of park and region staff, stakeholders, and partners worked together to confirm these themes and associated stories during the Foundation workshop held in April 2011. They are based on the significance statements and important points identified in the 2006 General Management Plan. Many of these stories were identified during a brainstorming exercise and were not fully developed by the participants.

Missouri (Why We Fight)

The Battle of Pea Ridge resulted partially from Missouri's position as a western border (slave) state where social, economic, ethnic, and political differences fueled animosities, conflict, and violence between groups and individuals.

- Which groups?
- Immigrants – who, why?
- What differences?
- Geography of Missouri in relation to those groups (“Little Dixie”)
- Why battle at Pea Ridge? Why here?
- Bleeding Kansas
- Slavery – what was it all about here?
- Relationship between today and then
- Political
- Interpretation
- Indifference
- Role of Arkansas River linking Northwest Arkansas to New Orleans, the South, and by extension to the world; there was no transportation network to link to the North
- Majority of citizens here from Upper South versus Deep South; therefore sympathies linked with Tennessee and Kentucky, also divided states

- Impact of emancipation policies of Union Army re: slave and border-state status – note John C. Fremont and David Hunter policies countermanded by Lincoln in tension with James Lane and Kansas radicals who emancipated regardless
- Many reasons for individual support of allegiance to either Union or CSA sympathy
- Divided loyalties reached far south in Arkansas not at state line
- Ballots to bullets and why
- What motivates a soldier to fight

Trans-Mississippi Theater

During the Battle of Pea Ridge both armies confronted difficult challenges in the physical terrain, a limited transportation network, lack of resources, mixed loyalties of civilians, and cultural diversity within the ranks not typically faced in other theaters of war.

- More about mixed loyalties of civilians and why were mixed loyalties
- Language barriers due to cultural diversity of troops
- Limited civilian infrastructure to support troops –food, shelter, and transportation
- Wire Road
- Lack of good roads, no rivers, no railroads
- Immigrant troops
- American Indian troops – motivations?
- What was the Trans-Mississippi Theater?
- How did terrain affect the size and disposition of armies

- Community cohesiveness
- Tie to current events for relevancy
- Guerilla warfare
- Political and economic difference in northwest corner of Arkansas
- At first roads no worse here than anywhere else at that time

Pea Ridge Campaign

To achieve the goal of controlling the State of Missouri for the Union, General Curtis seized the strategic initiative by boldly launching a winter campaign to strike the Confederates when they were most vulnerable; his victory ultimately contributed to the larger Union objective of controlling the Mississippi River, vital to the movement of troops and supplies and severely crippled Confederate war efforts.

- Price's retreat
- Pott's Hill
- Battle of Bentonville
- Battle of Little Sugar Creek
- Confederate Advance
- Adverse weather
- Logistics – few transportation routes
- Confederates dropping from the march
- Union bombardment
- Digging trenches
- Importance of Missouri to both armies
- Winter campaign
- 3 different groups that made up the Confederate Army
- Relationships between various commanders
- Dunagin's farm
- Position of the state of Arkansas
- How did this tie into the “control” of the Mississippi (i.e. Big Picture) – explain the larger objective

- Who was Curtis – explore the man, the soldier, the person
- Planning – Union poor planning Confederates
- Communication or lack thereof
- Curtis's 180° maneuver
- Organization
- McCulloch's experience as a Texas Ranger informed the decision to maintain his supply base and deny the Union theirs
- Demoralizing effect on Confederates and citizens of Confederates leaving the theater to go east, leaving homes undefended
- Birth of guerillas (e.g. story of Captain Pleasant Buchanan CSA)
- Oral histories of soldiers and local residents
- Archeological research helps illustrate military movements

Leadership

The course of the Battle of Pea Ridge turned on bold, decisive actions; rash, uninformed orders; and individual examples of bravery, heroism, and sacrifice, demonstrating how strategic and tactical decision-making and initiative can overcome obstacles and setbacks to achieve ultimate success.

- Understanding why decisions were made
- Lessons learned
- The role of “luck” in leadership
- Were these decisions “rash,” “bold,” and/or decisive at the time or in hindsight?
- William Black (37th IL – Medal of Honor) – his story demonstrates role of ideology on personal motivation
- Otis G. Welch (TX cavalry) – history demonstrates role of ideology
- Study of Pea Ridge Battle for modern leadership – what happens when you lose a leader?

- Communication difficulties with both armies
- Teaching character development for adults and children using Pea Ridge Battle history as a tool
- Van Dorn – story of ego
- Relationship on current military philosophy
- Lessons learned (180°) Curtis
- Technology of warfare changes but human element doesn't
- Curtis's defensive plan
- The role of junior officers and what their commanders enabled them to do
- Van Dorn's plan
- Promotion beyond capabilities
- Accidental defeat or deliberate victory? It's a matter of perspective
- Connecting the people to the place
- Col. Stand Watie – American Indian leader
- Rebuilding post-war – how folks can be neighbors after being on different sides
- Changing gender roles when men/slaves leave
- Economics of Northwest Arkansas before and after war
- Use genealogy to engage and tell stories of local folks (especially women/children experience) – make contemporary connections (e.g. Rosie the Riveter/homefront stories)
- Connect today's audience with people who were eyewitnesses to the war
- Refugee experiences
- Lawlessness of the area after the battle and economic impact
- Southern Claims Commission
- Destruction of local communities – Bentonville and Fayetteville
- Regional impact on civilians for generations
- Refugee problem coming and going (fluctuations in Arkansas)
- Who were these civilians? Where did they come from? Why did they move here?
- Leetown – where art thou?
- How did they live? What did they grow/do?
- Difficulties faced being on the "frontier"
- Slaves at Pea Ridge and Wilson's Creek: same/different? Runaways to Missouri? Iowa?
- Population of Northwest Arkansas – How many civilians in area?
- Bushwhackers
- Redlegs
- 1864 – post colony experience – Harrison
- Agriculture, social, political structure – before, during, and after the war
- Cemeteries

Civilian Life

The experiences of local residents during and after the Battle of Pea Ridge revealed how to cope with the dramatic impacts of war, the tragedy of loss, and the disintegration of the rule of law.

- Homefront story
- African American experience/slave society (before, during, and after war) – Gary Battershell dissertation
- Bill Cush newspaper accounts from Arkansas Intelligencer
- Citizens moving to Texas and Illinois/Missouri
- Effect on populace of occupying armies and guerilla warfare – Jay Pryor dissertation
- What's official military policy on this?
- Effect of living in "No-man's Land" – Stephen Ash, When the Yankees Came
- Slaves at Pea Ridge and Wilson's Creek: same/different? Runaways to Missouri? Iowa?
- Population of Northwest Arkansas – How many civilians in area?
- Bushwhackers
- Redlegs
- 1864 – post colony experience – Harrison
- Agriculture, social, political structure – before, during, and after the war
- Cemeteries

- Research slave cemeteries in the park
- CSA Fayetteville cemeteries
- Who deals with the dead?
- Mass burials in the park – connection to watershed and landscape
- Cavaness' vest (story)

Commemoration and Preservation

The commemoration and preservation efforts of Civil War veterans in the late 1800s served as an impetus for memorializing those who fought at the Battle of Pea Ridge.

- Lack of monuments as a form of commemoration
- Preservation of artifacts
- Urban encroachment
- Boundary protection – buffer zone
- Mark/preserve historic roads
- Civil War veterans and civilians – oral histories – memorial monuments
- Reunions that took place locally
- Preservation process – key people who led effort to create the park
- Reunion memorabilia – ribbons, buttons, etc. exhibited for public
- Need to encourage descendant support and visitation
- Troop location markers, civilian (farmstead) markers
- Restored landscapes preserve a living monument
- State of Arkansas's involvement in the creation of Pea Ridge Battlefield
- Reunion stories – why did they feel the need to reunite?
- US Army still uses battlefield today
- Place of reflection for various groups, veterans
- Sons of Confederate Veterans
- Sons of Union Veterans
- United Daughters of the Confederacy

- Why commemorate?
- North/South reunions (nationwide/regionwide)
- Pea Ridge as site for 21st century veterans
- Naturalization
- Sacred sites recognition (immigrant, American Indians, families)
- Partnerships and recognition
- Use to encourage political support
- What stories were marginalized when park established (e.g. African Americans, women, southern Unionists)?
- Can Pea Ridge commemorate war by also telling civilian story?
- Acknowledging tragedies of war particularly in Northwest Arkansas
- Strike a balance between celebration and commemoration

The Battle Continues

Even though the Battle of Pea Ridge secured the slave state of Missouri for the Union, the battle continues today as we begin to realize the deeper significance of the Civil War's transformation of four million human beings from enslavement to freedom.

- See Gary Gallagher's *Causes Lost, Causes Won, Causes Forgotten* and David Blight's *Race and Reunion* also *Historical Memory* study; Brown, *The Art of Civil War Commemoration*
- Civil rights
- The "noble Lost Cause" myth that papered over racial discord in our nation after the Civil War
- Reconstruction gave rise to the Ku Klux Klan
- Political and social events within Arkansas after the Civil War
- Violence associated with school desegregation

- Former confederates held state offices and imposed segregation
- Early historical emphasis on states' rights and economic independence as causes for the war rather than slavery
- Late 20th-century congressional demands that interpretation focus on slavery and the impact of the Civil War and its consequences on African Americans
- Freedom papers

The Trail of Tears

The 2006 General Management Plan specifically states that the park “will work with the National Trails System Office in Santa Fe and Trail of Tears Association in preserving and protecting the Trail of Tears and in developing educational and interpretive programs to enhance public awareness, understanding, and appreciation for this tragic chapter in American history.” The 2004 Trail of Tears Final Interpretive Plan identifies four primary interpretive themes:

- The history of the Trail of Tears warns how a nation founded on the principles of equality and guaranteed protection under law fell prey to greed, racism, and disregard for human rights to serve special interests – and cautions us to be eternally vigilant to prevent this happening again.
- The history of the Trail of Tears includes a range of precedent-setting legal actions and policy decisions between tribal governments and federal and state governments that continue to have power and importance today in the on-going efforts of American Indian nations to maintain and exercise sovereignty.
- The terrible suffering of the many groups of the five tribes who traversed the punishing routes off the Trail of Tears speaks of the agony of being forcefully torn from a homeland and cast into the unknown.
- The triumph of the five tribes in surviving the Trail of Tears and rebuilding their homes and institutions in a new land is a tribute to their spiritual strength – and a testament to the human drive to protect and perpetuate self, family, and society.

Because the 2004 plan did not specifically reference the section of the trail passing through Pea Ridge National Military Park, the April 2011 Foundation workshop participants used the Pea Ridge-specific significance statement to develop the following theme statement and associated topics and stories:

- After surviving the hardships encountered along the northern route of the Trails of Tears, groups of the five tribes may have found food and shelter at the last ration distribution site located in Ruddick's Field before entering the alien land and an uncertain existence that awaited them in Indian Territory.
 - Cultures – partnerships with Cherokee – tell their stories specific to this topic, possibly to this site; Andrew Jackson – failed policies, \$ reasons, civilized – title – land, water
 - What was a distribution center?
 - Financial impact?
 - Economic impact?
 - Work with Cherokee Nation
 - Forced removal – need the big picture of this story; more than 1 route; back story of Trail of Tears
 - Interaction between mixed blood Cherokees and resident white population (schools, churches, etc.)
 - How were financial links made to local population (pre-war) and how they influenced Indian participation in war (see Gov.

- Rector's appeal to Cherokees)
- Can we see any impact of this today?
- Diary of Dr. Morrow traveling with group at Ruddick's Inn
- Government papers prove distribution
- Why were Indians forced to move to Indian Territory?
- Ruddick's role in this event?
- Were all the Indians poor and destitute?
- How many do we know about that stayed in Arkansas?
- What was the mindset of the Indians on this last stop on their long journey?
- Indian registration in the rolls
- The resolve of the Cherokees that made it this far
- Cherokees on Trail of Tears and Cherokees fought at Pea Ridge – a connection? 23 years – deliberate or unintentional
- Why did some leave and some Cherokee stay behind here? in the East?
- Cherokee factions
- Cherokee government, political makeup
- Connection to contemporary forced removal events – Japanese internment during WWII

Appendix D: Pea Ridge National Military Park Interpretive Services by Theme

<i>Why We Fight</i>	
Exhibits	Museum Exhibits (Visitor Center)
	Hispanic Festival Exhibit (Visitor Center)
	Sesquicentennial Exhibit (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Field Headquarters (Curtis's Field Headquarters)
A/V	Film (Visitor Center)
	*Cell Phone Talks (Tour Road)
	*QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Car Caravan (Tour Road)
	Staff Ride (Tour Road)
	*Encampments (Tour Road 2 and 5)
	Period Dress (Elkhorn Tavern, *Leetown Hamlet, *Curtis's Field Headquarters)
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)
Publications	Official Map & Guide (Visitor Center)
	Scavenger Hunt
	*Bike/Hike/Equestrian Guides
Special Event	Battle Anniversary
Education Materials	Elderhostel (Tour Road)

<i>Trans-Mississippi Theater</i>	
Exhibits	Museum Exhibits (Visitor Center)
	Hispanic Festival Exhibit (Visitor Center)
	Sesquicentennial Exhibit (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Field Headquarters (Curtis's Field Headquarters)
	*3-d Map (Visitor Center)
A/V	Film (Visitor Center)
	*Cell Phone Talks (Tour Road)
	*QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Car Caravan (Tour Road)
	Common Soldier (Elkhorn Tavern)
	Bike Tour (Tour Road)
	Staff Ride (Tour Road)
	*Encampments (Tour Road 2 and 5)
	Period Dress (Elkhorn Tavern, *Leetown Hamlet, *Curtis's Field Headquarters)
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)

**Potential Future Interpretive Service*

<i>Trans-Mississippi Theater (cont.)</i>	
Publications	Official Map & Guide (Visitor Center)
	Scavenger Hunt (Visitor Center)
	*Bike/Hike/Equestrian Guides
Waysides (Tour Stop #)	Getting Ready to Fight (2)
	Stand to Your Post (4)
	Two Armies Collide (5)
	A Long Cold Hungry March (6)
	Lifeline for Two Armies (8)
Special Event	Battle Anniversary
Buildings/Monuments	Historic Roads
	Trenches
	Earthworks
	Artillery
Education Materials	Common Soldier (Elkhorn Tavern)
	Elderhostel (Tour Road)

<i>Pea Ridge Campaign</i>	
Exhibits	Museum Exhibits (Visitor Center)
	Hispanic Festival Exhibit (Visitor Center)
	Sesquicentennial Exhibit (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Field Hospital Display (Leetown Hamlet)
	*Field Headquarters (Curtis's Field Headquarters)
	*3-d Map (Visitor Center)
	*Reference Markers/Battle
A/V	Film (Visitor Center)
	Online Tour (Website)
	Cell Phone Talks (Tour Road)
	QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Campaign Talk (Visitor Center)
	Car Caravan (Tour Road)
	Bus Tour (Tour Road)
	Artillery Demonstration (Elkhorn Tavern)
	Common Soldier (Elkhorn Tavern)
	*Encampments (Tour Road 2 and 5)
	Period Dress (Elkhorn Tavern, *Leetown Hamlet, *Curtis's Field Headquarters)
	Bike Tour (Tour Road)
	Service Group Talks
	Walmart Tour (Tour Road)
	Staff Ride (Tour Road)
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)

**Potential Future Interpretive Service*

<i>Pea Ridge Campaign (cont.)</i>	
Publications	Official Map & Guide (Visitor Center)
	Scavenger Hunt (Visitor Center)
	Artillery (Visitor Center)
	Medical Treatment ((Visitor Center)
	Great Many Indians (Visitor Center)
	Elkhorn Tavern (Visitor Center)
	Boy Scout Hike (Visitor Center)
	Junior Ranger (Visitor Center)
	Junior Civil War Historian (Visitor Center)
	*Bike/Hike/Equestrian Guides
Waysides (Tour Stop #)	Getting Ready to Fight (2)
	City of Soldiers (2)
	Enemy is Behind Us (2)
	Village Full of Wounded Men (3)
	Stand to Your Post (4)
	Save the Cannon (4)
	Crisis in Command (4)
	Two Armies Collide (5)
	Slaughter in the Rocks (7)
	Stubborn Fighting Retreat (8)
	Artillery Duel (8)
	Confederate Sunset (9)
	Perfect Storm of Shot (9)
	That Beautiful Charge (10)
Special Event	Battle Anniversary
	June Festival
	Hispanic Festival
Buildings/Monuments	Trenches
	Earthworks
	Monuments
	Historic Roads
	Fences
	Fields
	Artillery
	*Welfley's Knoll
	*Morgan's Woods Trail
Historic Furnishings	Field Hospital (Elkhorn Tavern)
	Cox Family (Elkhorn Tavern)
	Military Supplies (Elkhorn Tavern)
Education Materials	Common Soldier (Elkhorn Tavern)
	Artillery and Infantry (Elkhorn Tavern)
	Civil War Medical Kit (Visitor Center)
	Elderhostel (Tour Road)
	How to Teach the Civil War

**Potential Future Interpretive Service*

<i>Leadership</i>	
Exhibits	Museum Exhibits (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Field Headquarters (Curtis's Field Headquarters)
	*3-d Map (Visitor Center)
A/V	Film (Visitor Center)
	Commanders (Website)
	Online Tour (Website)
	*Cell Phone Talks (Tour Road)
	*QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Car Caravan (Tour Road)
	Artillery Demonstration (Elkhorn Tavern)
	Walmart Tour (Tour Road)
	Staff Ride (Tour Road)
	*Encampments (Tour Road 2 and 5)*Licensed Guides (Tour Road)
	*Library Program (Off-site)
Publications	Official Map & Guide (Visitor Center)
	Scavenger Hunt (Visitor Center)
	*Bike/Hike/Equestrian Guides
Waysides (Tour Stop #)	Enemy is Behind Us (2)
	Stand to Your Post (4)
	Save the Cannon (4)
	Crisis in Command (4)
Special Event	Battle Anniversary
	Hispanic Festival
Buildings/Monuments	Historic Roads
	Trenches
	Earthworks
	Artillery
Historic Furnishings	Trenches
	Earthworks
	Monuments
	Artillery
	*Welfley's Knoll
	*Morgan's Woods Trail
Education Materials	Elderhostel (Tour Road)

**Potential Future Interpretive Service*

<i>Civilian Life</i>	
Exhibits	Museum Exhibits (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Field Hospital Display (Leetown Hamlet)
	*3-d Map (Visitor Center)
A/V	Film (Visitor Center)
	Cell Phone Talks (Tour Road)
	QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Car Caravan (Tour Road)
	Bike Tour (Tour Road)
	Service Group Talks
	*Encampments (Tour Road 2 and 5)
	Period Dress (Elkhorn Tavern, *Leetown Hamlet, *Curtis's Field Headquarters)
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)
Publications	Butterfield Overland Mail (Visitor Center)
	Elkhorn Tavern (Visitor Center)
	Medical Treatment (Visitor Center)
	Scavenger Hunt (Visitor Center)
	*Bike/Hike/Equestrian Guides
Waysides (Tour Stop #)	Village Full of Wounded Men (3)
Special Event	Battle Anniversary
	June Festival
	Hispanic Festival
	1860 Christmas
Buildings/Monuments	Cemeteries
	Historic Roads
	Fences
	Orchards and Fields
	Historic Structure
	Elkhorn Tavern
Historic Furnishings	Field Hospital (Elkhorn Tavern)
	Cox Family (Elkhorn Tavern)
	Military Supplies (Elkhorn Tavern)
Education Materials	Common Soldier (Elkhorn Tavern)
	Artillery and Infantry (Elkhorn Tavern)
	Civil War Medical Kit (Visitor Center)
	Elderhostel (Tour Road)
	How to Teach the Civil War

**Potential Future Interpretive Service*

<i>Commemoration and Preservation</i>	
Exhibits	Museum Exhibits (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
	*Reference Markers/Battle Flags
A/V	Film (Visitor Center)
	Online Tour (Website)
	Reunion Photos (Website)
	*Cell Phone Talks (Tour Road)
	*QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Car Caravan (Tour Road)
	*Encampments (Tour Road 2 and 5)
	Service Group Talks
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)
Publications	Scavenger Hunt (Visitor Center)
	*Bike/Hike/Equestrian Guides
Waysides (Tour Stop #)	Remembrance and Reunion (8)
Special Event	Battle Anniversary
	June Festival
	Hispanic Festival
	*Memorial Day
Buildings/Monuments	Monuments
	Cemeteries
Education Materials	Elderhostel (Tour Road)
	How to Teach the Civil War (Visitor Center)
	Connecting to America's Best Idea (Visitor Center)

**Potential Future Interpretive Service*

<i>The Battle Continues</i>	
Exhibits	Museum Exhibits (Visitor Center)
	*Mobile Contact Station (Tour Road, Off-site)
A/V	*Cell Phone Talks (Tour Road)
	*QR Codes (Tour Road)
	*Bike/Hike/Equestrian Guides
	*Social Media (Facebook)
Personal Services	Cox Family Informal Talk (Elkhorn Tavern)
	*Licensed Guides (Tour Road)
	*Library Program (Off-site)
Publications	*Bike/Hike/Equestrian Guides
Special Event	*Memorial Day
Education Materials	How to Teach the Civil War (Visitor Center)
	*Elderhostel (Tour Road)

<i>Trail of Tears</i>	
Exhibits	*Mobile Contact Station (Tour Road, Off-site)
A/V	Link to TRTE (Website)
	*Social Media (Facebook)
Publications	TRTE Official Map & Guide (Visitor Center)
	Junior Ranger (Visitor Center)
Waysides (Tour Stop #)	Wayside (2 & 8)
	*Waysides
	Historic Trail Markers
Buildings/Monuments	Historic Roads
	*Ruddick's Field

**Potential Future Interpretive Service*

Harpers Ferry Center
National Park Service
U.S. Department of the Interior



Pea Ridge National Military Park

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